

Case CXO Selection Center

At an Indian Foods Company



CXO Selection at an Indian Foods Company



Overview

This case study showcases Vernalis approach to hire the right candidate for a key CXO role. It was for a family owned business which had made two failed attempts to hire in the past. The outcome was stellar on-job performance from the hired candidate, resulting in a significant increase in market share and business expansion for the firm.

Context

- A mid-size foods company approached Vernalis to help them assess and select the right candidate for the position of VP-Sales & Marketing.
- It was a crucial position as the industry had become extremely competitive, the market share was under pressure and the organisation had ambitious goals of business expansion. The last two role incumbents had been unsuccessful in the role and had to move out. Another wrong selection was unaffordable

Key Steps

- Probes into the client's current process revealed two clear lacunae:
 - Weak selection parameters | Qualifications, Experience, Communication skills, and 'feel' of the interviewer were the chief parameters of assessment
 - Rudimentary Assessment methods | Reference checks, unstructured interviews
- To rectify these, Vernalis put in place a rigorous selection process comprising
 - Tight Competency Framework | a framework of 3 competencies critical for the role, with clear behavioural cues for ease of assessment, were formulated.



Key Steps.. Contd

- High-validity tools | Moving away from unstructured interviews towards real-life case study responses, meeting simulations, and online tests.
- Focussed, formal process | A one-day Assessment Center process was run in a formal, structured manner. Apart from focus and rigour, this also increased the credibility of the firm and the process in the minds of prospective candidates.
- Performance Norms | Clear performance norms with cut-offs were set, based on the Vernalis database of performance for Senior Managers.
- Feedback | Candidates got Performance Feedback in a one-to-one session at the end of the day.

Outcome

- The Deliverable of the Assessment Center was a Candidate Fitment Report (including candidate performance overview, Strength & Weaknesses, and a recommendation). Feedback from candidates also revealed a high degree of appreciation for the rigorous process, which they perceived as relevant and fair.
- The Recommended Candidate had shown Average performance in one of the key areas; however, had accepted feedback on the same completely; and also given evidence of wanting to develop himself on the same.
- In view of this, the client decided to make an offer.
- The outcome was highly positive. The candidate's on-job performance has been stellar, resulting in a significant increase in market share and business expansion for the firm.
- Realising the immense value of the above process, the client has integrated the same as the chief aspect of their senior management hiring.



Mumbai

+91 – 22 6725 8000
+91 – 98339 27722
service@vernalis.in

Singapore

+65 – 6573 5091
+65 – 9168 7176
service@vernalis.sg

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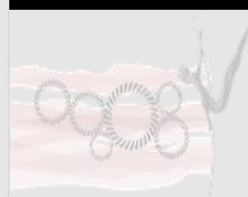
Assessment Centers



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