

**OUR SUCCESS IS BASED ON TWO PRINCIPALS.  
BOTH OF THEM WILL BE ASSIGNED TO YOU.**

**Our approach** to executive recruiting is straightforward and, in fact, relatively simple:

**First**, we accept an assignment only if two or more of our principals are prepared to work on it from the first day.

**Second**, our strengths must be a good fit with your needs.

**WHY THE KOSTMAYER APPROACH WORKS**

**Every phase** of our recruiting partnership, including the research, sourcing, interviewing, testing, written analysis, and negotiating, is generated first-hand by the principals. Delegating to a junior associate is not Kostmayer Associates' management style.

**We insist** on this approach because results and relationships are the core of our firm's reputation. Having more partners dedicated to solving your problems produces better results sooner, and good results build good relationships.

**Over four decades** and three generations, Kostmayer Associates developed a unique and highly disciplined search consulting methodology. We listen to your needs, culture, and style; build a multidimensional position profile; and analyze the ideal fit for each candidate. Experience, thoroughness, and technical skills ensure that we meet these standards. For example, Kostmayer Associates' principals are qualified to administer the Myers-Briggs Type Indicator® and other assessment tools.

**We also appreciate** that you want to hire the best person *as soon as possible*. At Kostmayer Associates, speed and quality are not contradictory concepts. When you use multiple principals who apply the firm's methodology rigorously, productivity increases.

"I have had the good fortune of working with Kostmayer Associates as a candidate and then as a client. Each aspect of their work is uniquely their own, from the initial definition of the position to the objective treatment of candidates. They stand out from all other executive search firms I have ever dealt with."

Judith Tshibangu, Senior Vice President, Sales and Marketing  
Lincoln Investment Planning, Inc.

**Roger C. Kostmayer**

**T** 410.435.2288

**F** 410.435.2293

**E** roger@kostmayerassociates.com

**Matthew C. Kostmayer**

**T** 410.727.5688

**F** 410.727.5882

**E** matt@kostmayerassociates.com

## ASKING KEY QUESTIONS CAN STRENGTHEN THE CONSULTANT RELATIONSHIP.

How do you make sure an executive search consultant fits your needs in a cost-effective and efficient manner? Even if you have a good recruiter relationship, the process used in the following case study provides a thoughtful gauge of what to expect from the best and most productive search partnership.

Recently, a corporation's board of directors decided to go outside the company to find a new CEO. They felt the critical first step was to select a high-quality executive search firm that understood them and their business and would quickly complete the important confidential assignment.

To find the appropriate consulting group that best fit their needs, the board adopted a tool used in public bidding procedures. It developed and distributed a Request for Proposal (RFP). While most companies understandably prefer to avoid this time-consuming process, it makes an important point: Asking the right questions can strengthen the consulting partnership. Among the things the board wanted to learn were:

- **The Firm** – What was its experience, stability, and accountability?
- **Specialization** – How well did the search firm know and understand the industry, business, and culture?
- **Depth of Analysis** – How thorough, for example, was the process that produces the position profile, candidate profile, and success drivers?
- **Speed** – How quickly could the client expect to see qualified candidates?
- **Candidate Selection** – How could the client be sure candidates were fully “vetted” and on target?
- **Communication** – How, how well, and how often would the search consultant communicate? Included were inquiries about testing and confidential narrative reports.
- **Fees and Expenses** – Were they low and clear?
- **Value-Added Benefits** – Did they include competition analysis, compensation research, business development, employee evaluations, senior career counseling, strategy, market intelligence, public relations, team building, and M&A?

This approach was helpful in assuring a good fit between the board and its consultant. It also was a cost-effective approach to a critical challenge.

If you are not benefiting from all of the information and assistance available to you from your search consultant, especially when there is no current engagement, perhaps you should consider upgrading.

If you are a hiring executive or Human Resources professional who would like to discuss confidential staffing needs or would like to receive details on the approach discussed here, contact any of the Kostmayer Associates offices.

**Roger C. Kostmayer**

T 410.435.2288  
F 410.435.2293  
E [roger@kostmayerassociates.com](mailto:roger@kostmayerassociates.com)

**Matthew C. Kostmayer**

T 410.727.5688  
F 410.727.5882  
E [matt@kostmayerassociates.com](mailto:matt@kostmayerassociates.com)