

CRITICAL CONCERNS

- High Stakes – MPs typically serve for many years, and therefore have a profound impact upon Firm strategy, culture, and performance.
- Partner Support – MP transitions often create firmwide anxiety and uncertainty. A well-designed and well-communicated selection process lessens that likelihood.
- High Failure Rates – leadership literature shows that within 18 months, approximately 40 percent of internally promoted senior leaders and 50 percent of external hires into executive roles fail to meet expectations.
- Candidate Retention – Selection processes viewed as fair and thorough increase the likelihood of retaining non-selected MP candidates, and consequently, of retaining their skills, knowledge, and experience.



THE CHALLENGE

Firms typically select MPs based on candidates' past performance, knowledge and skills. However, past performance is no guarantee of future success in a new role. Selection is about potential and fit. These are harder to see and harder to measure.



THE SOLUTION

Our comprehensive selection process provides clear direction, expert advice, and superior support. Drawing on our experience in helping Professional Services Firms select and transition new MPs, we have developed a collaborative, phased approach to MP selection. Each phase yields important results and we work closely with you to tailor each phase to meet your Firm's unique needs.



MP SELECTION PROCESS

Phase 1 – Setting the Foundation

- Agreement on project team, goals, activities, timeframes, and responsibilities.
- Board review of Firm mission, vision, values, and strategic priorities.

Phase 2 – MP Responsibilities and Competencies Discussion

- Consensus achieved regarding critical MP competencies.
- Development of updated MP job description.
- Consensus achieved regarding candidate selection criteria.

Phase 3 – Candidate Identification

- Identification and review of initial MP candidate pool.

Phase 4 – Success Profile Development

- Transformation of selection criteria into specific metrics and desired ratings to get at what “good” looks like.

Phase 5 – Evaluation Process Agreement

- Multifaceted assessment process finalized.
- Training of project team members in behavioral observation and rating forms’ use.

Phase 6 – Assessment and Discussion of Results

- Candidate assessment.
- Presentation and facilitated discussion of scored assessment results.

Phase 7 – Candidate Presentations and Interviews

- Development of: interview questions; “white paper” presentation process; rating forms.
- Presentations and interviews conducted and scored.

Phase 8 – Selection Deliberation and Decision Making

- Facilitated review of each candidate’s assessment results.
- Selection of candidate to recommend for approval by the partnership.

Phase 9 – Feedback Conferences with Non-Selected

- Consultant debrief of assessment results with each non-selected candidate.

Phase 10 – Transition Planning and Execution

- Development of MP integration plan.
- Implementation of integration plan by outgoing MP and/or TMCG coach.

OUR TEAM

Our lead consultants are all consulting psychologists, with years of experience supporting organizations in assessment for selection and new leader integration. In addition to our expertise in assessments, our consultants have deep expertise in executive and team coaching and leadership development.

Testimonials

"Drs. Johan Naudé and Richard Greentree were instrumental in helping us navigate Cherry Bekaert's Managing Partner selection process. They partnered with our Board to design an objective and transparent process that was instrumental in securing the confidence of the Partners. TMCG's helpful tools, individual candidate reports, and summary reports provided the Board with valuable insights into the candidates and enabled the Board to ask nuanced and targeted questions. As a result, we were able to make a selection decision that was well-aligned with our Firm's values, strategy, and selection criteria. Making the investment in TMCG was an excellent decision for our Firm and I strongly recommend the TMCG team to any professional services firm facing a high-stakes selection decision."

-Howard Kies, Managing Partner, Cherry Bekaert LLP



"Our organization, Wipfli LLP, recently utilized the services of Dr. Johan Naudé to help us in our process to select a new Managing Partner for our firm. Johan worked closely with our Task Force over a 4-month period and helped us to achieve our selection with minimal disruption and a positive outcome. He proved to be very knowledgeable, cordial, and professional in all aspects, as he led and guided us through our process. It is our distinct pleasure to highly recommend Table Mountain Consulting Group for your organization."

-Rick Dreher, Managing Partner, Wipfli LLP

