

APPENDIX 2

FEEDBACK FORM

This appendix consists of a feedback form used for the position of Director of Marketing for one of our clients in the insurance business. The client was convinced – and rightly so – that the various criteria were not equally significant. As a result, we decided to add weighting to them, on a scale of one (least important for this position) to five (most important for this position).

Our insurance company client was knowledgeable about HR and experienced in search and recruitment. Not only could he effortlessly pinpoint the crucial criteria, he could define each selection factor in detail, showing a keen understanding of what the position required. Our team worked with the client on categorising the criteria into core selection factors and foundations factors (non-negotiable). In addition to these categories, we listed several obstacles that would be disqualifiers: regardless of how well candidates matched all the other criteria, these would immediately disqualify them from consideration. The form ultimately consisted of more than skills and experience. We added some key personality traits, including being a collaborative person and having an introspective nature. Next, we opted to add some criteria specific to the selection of future-proof talent to the form.

The final form then contains various elements aimed at agile or future-proof talent. These are not listed separately. Instead they have been blended into some of the five core selection factors, and the ‘obstacles’ category.

NAME OF CANDIDATE: DATE: INTERVIEWER:	WEIGHTING	CANDIDATE'S SCORE
<p>Senior marketer This senior marketer with wide experience in consultancy (healthcare is not essential) has a solid track record in managing proposals, marketing communications (transition to online, co-creation with customers), distribution marketing, brand management and reputation management. Demonstrable expertise and experience at the cusp of marketing and finance. An instant grasp of complicated calculations for insurance premiums is given. He/she is sharply customer-oriented, both externally and internally.</p>	<p style="text-align: center;">3</p>	
<p>People Manager An experienced people manager who breathes integrity, clarity and transparency in action and words. He/she is open to inputs from all angles, and can also make bold decisions. ("Now that I have heard all the options, this is my decision"). Furthermore, he/she can get people to do their utmost and is committed to creating the right atmosphere and the conditions for others to succeed. The people manager is a collaborative person, and an ardent connector. In no way a loner with an oversized ego, this person is instead someone who eagerly taps into the complementary dynamic of the team. He/she has capably and successfully held supervisory positions in large and complex organisations, with responsibility for 50+ employees. This person instantly imparts trust and can boost employee satisfaction.</p>	<p style="text-align: center;">2</p>	
<p>Deeply experienced in marketing, in both public and private sectors This person has more than a decade of business experience and marketing experience. He/she has worked at the cusp of both the public and private sectors, such as in the healthcare or pension fund sectors, public transport, or any other complex situation with a demonstrable public/private sector blend. This person senses that this position is firmly rooted in both these worlds, and approaches it accordingly.</p>	<p style="text-align: center;">4</p>	
<p>Passionate about healthcare This highly driven, dynamic and robust marketing expert is intrinsically motivated and committed to healthcare, with a raft of resilience and grit available when the going gets tough. Results are what counts, as does devotion to a healthier Netherlands. Has a strong social commitment, and does not shy from self-criticism. A stickler for quality and the need for continual improvement. An inspiration to others, this energetic, motivating, approachable person has a great sense of humour to boot.</p>	<p style="text-align: center;">5</p>	

	WEIGHTING	CANDIDATE'S SCORE
<p>Conceptual thinker with robust capacity for execution This person is a visionary strategist. As well as being capable of charting a course for marketing and company strategies, this person can easily translate strategy into operational steps and achieve results. Proven track record in implementation. An intensely curious person, someone who takes new circumstances on board right away, keen to understand them. Besides excelling in familiar situations, he/she has masses of learning agility and is practiced at adapting to the new and unfamiliar.</p>	<p>5</p>	
<p>Academically advanced and relevant experience The man/woman we're seeking has e Master's degree or higher, coupled with substantial hands-on experience. Smart and quick-witted, he/she displays proficiency in abstract thinking, including a capacity for reflection.</p>	<p>FOUNDATION/ NON-NEGOTIABLE</p>	
<p>Obstacles (disqualifier) which stand in the way of fulfilling the position Examples include a huge ego loner-type behavior, or lack of introspection.</p>		
<p>Additional remarks by the interviewer:</p>		