Official Newsletter of the Andersen Alumni Association

ANDERSEN ALUMNI™

Straight Thoughts, Straight Talk

"Serving Andersen Alumni Worldwide"

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Editorial

We are a few weeks away from the most divisive presidential election in recent American history. It seems that from a political perspective the only things most Americans can agree on is they want a do over. It is hard to believe that these two candidates are the best American has to offer.

That leads me to the realization that we are not likely to see any improvement from the political perspective. Half of the electorate will be happy and the other half will be bitterly disappointed. I don't see either candidate having the skills to unify the country.

On a recent drive into Atlanta I saw a billboard with an obnoxious picture of Hillary and Trump. The billboard asked, "Are you moving to Canada? If so, let me help you sell your house!" This captures the spirit of the American entrepreneur. While we would all like a more favorable political environment in Washington, we will not (cannot) wait until this happens. We will make lemonade out of the lemons in Washington DC.

We'd like to thank Andersen Tax for its continued sponsorship. We have a very interesting and informative newsletter this quarter. If you have content, you would like published in a future newsletter just let me know.

As always, we need your help to further strengthen and maintain our Andersen Alumni network. Please leverage our Social Media Presence and LIKE our Facebook page and JOIN our LinkedIn network, and lastly you can FOLLOW us on LinkedIn as well.

Sincerely,
Kirk Hancock
Editor

Back to Andersen

By Toni de Weest Prat, *Alumnus Arthur Andersen & Co. (1995-1996, Barcelona,) Corporate and Tax Lawyer and Senior Partner at Global Abogados, a member firm of Andersen Global*

Andersen Global is an international association of member firms founded by Andersen Tax in 2014. Andersen Global is comprised of over 2,000 professionals in more than 51 locations worldwide

In 1995, I joined the Audit Department at Arthur Andersen. Back then, in order to work in the Tax Department, it was necessary to start out for the first year as an auditor, and this was a daunting task for a lawyer.

It was at Andersen where my professional career began and it is, without a shadow of a doubt, where the professional values and principles that have been with me ever since were formed.

In 2002, all lawyers and tax advisors who were working for Andersen in Spain became part of Garrigues, but it was not until 2006 that together with my two partners, Álvaro Gámez and José María Rebollo, that we founded our own firm, Global Abogados.

Our vision was to build an organization of people where integrity, respect, hard work and quality project our personalities onto the market.

My partners and I joined Andersen Global in 2015. When we were evaluating the move from being a local company to forming part of a global firm, we did not just concentrate on the brand but we also focused on whether the values that we had could be shared with a larger organization—especially one with a different culture to our own, such as that of North America.

When we met Mark Vorsatz and his team in person at the end of 2014, we realized it would all be possible. Mark instills the idea that the strength of our organization lies not only in its brand name, but also in its employees and the core values which are passed on from top to bottom.

I am proud of our belief in 'think straight, talk straight', quality in our services, stewardship, transparency, independence, seamlessness, honesty, meritocracy, dedication, openness and respect toward people. These values along with our unwavering commitment to client service lead us to be best in class. These values are what really define the brand and not the other way around.

The first Andersen Global partner meeting outside the USA will take place this coming November. As a partner in Spain, it is an honor that this meeting will be held in Barcelona and we hope to help toward its success.

The gathering of all our Partners and Managing Directors in Barcelona is indicative of what we are building—ONE FIRM for the future—and, indeed, that is the theme of our meeting. It is clear that Andersen Global has a role to play in the world, not just in name, but in terms of the values that define this firm and that are embodied by people of this organization.

Times have changed and societies have developed. We are in the midst of a technological and digital revolution but personal and professional values in the legal and tax world continue to remain essential to the success of organizations.

Clients insist on—and deserve—value-added solutions delivered by honest people who move as quickly as the pace of today's business.

Barcelona will be the meeting point for the Partners and Managing Directors from North America, Central America, South America and Europe. It will undoubtedly be an important moment for the future of our firm.

Having a name from the past does not mean having old-fashioned values. We know our legacy, but our values are from the present and are for the future. Our organization may have a name from the past, but it is a firm for the future.

November 8, 2016

By Ed Maier, *Former Andersen Partner*

If you have trouble recognizing the title of this quarter's article, I can only assume that you have been out of the country for an extended period of time, or somehow you have been residing on another planet.

Of course, that date is Election Day. On that day we will elect the person who will be inaugurated on January 20, 2017 as the 45th President of the United States. Well, technically, when we cast our vote we will be electing the electors who will ultimately choose the next president, but for all intents and purposes they are one and the same.

While some may consider the process and different aspects of it messy or corrupted or ineffectual, it is still our country's process. Keep in mind, when you think about voting, what one of my personal heroes, Winston Churchill, said about democratic processes: "It has been said that democracy is the worst form of government except all those other forms that have been tried from time to time."

Much has been written and much has been said about the candidates for the current year's election. In writing this article, I am not attempting to encourage you to vote for any particular one of the candidates. According to Ballotpedia (www.ballotpedia.org), and as you probably already know, the primary candidates for who you might consider voting are those who have been (1) nominated by their party for the presidency and (2) featured in at least three major national polls. In alphabetical order these are: Hillary Clinton, Gary Johnson, Jill Stein and Donald Trump. According to the aforementioned website, there are 1885 people who filed the appropriate paperwork with the Federal Election Commission. But these are the four that will more than likely appear on the ballot you will see. If you are interested in knowing who the other 1,881 are, you can go to that website and research it.

If you have made up your mind about your candidate of choice, that is great. If not, you still have plenty of time to do so. I am sure you know that there is a myriad of places you can go to learn what each candidate represents. I am not going to suggest any source in particular, but as I have written in the past—think straight about it. Try to find sources that you believe represent facts about the candidate and their parties and platforms, not someone's version of the facts. Then make your choice on the basis of those facts.

I have read two books in the last couple of years by the noted historian, Doris Kearns Goodwin. They are: ***Team of Rivals: The Political Genius of Abraham Lincoln*** and ***The Bully Pulpit: Theodore Roosevelt, William Howard Taft, and the Golden Age of Journalism.*** You may be frustrated with the current list of presidential candidates. You may be put off by their behaviors, their messages and their perceived shenanigans. You may not feel they are qualified to hold the highest office in the land. I won't say that elections and election processes in the past have been similar, but as I read these two books, I was amazed at some of the goings-on that occurred in the politics of the past. And, these were not being followed daily by thousands of "news people" and subject to the communications and social media tools that exist today. I also lived in Chicago during the infamous 1968 Democratic Convention and I will attest that it was not a walk in the park, either. Notwithstanding where we are, nor what we might think of the current state of our politics, I am confident that when this year's process is complete, we will move forward.
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I normally focus on a particular behavior or leadership issue when I write these pieces for our newsletter. You may wonder why I chose this topic. I did so because I believe the behavior we all must exhibit is that of personal responsibility.

We have a responsibility to fulfill on November 8, 2016. That responsibility is to vote. We should cast our ballot for the candidates—up and down the ballot—local, state and federal—that we feel will do the best to move our city, our state and our country forward. Even if you prefer to cast your ballot for the candidate who you believe is the "least worst", I encourage you to do so. Abraham Lincoln, my personal choice as the greatest president that ever served our country, said: "Elections belong to the people. It's their decision. If they decide to turn their back on the fire and burn their behinds, then they will just have to sit on their blisters." Don't wake up on November 9, 2016 and find that you are sitting on your blisters.

As always, I welcome your thoughts on my thoughts. Feel free to write me at ed@thinkstraighttalkstraight.com.

Get a head start on planning projects with IBM Planning Analytics Trial & Quick Start Templates

By Warren Turner, *Alumnus Andersen. (Atlanta, Enterprise Group) and Partner at Cardinal Points Group*

"Don't reinvent the wheel" is a common refrain in business. But quarter after quarter, year after year, a lot of smart, busy finance people spend hours and hours carefully crafting wheel after wheel, in order to keep their business processes rolling smoothly down the road. The "wheels" we're talking about in this case are planning models. These are the models that finance people use to perform tasks that are common to almost any large organization, such as expense planning and forecasting, and profitability analysis.

Models are typically built in spreadsheets, a process that involves a lot of manual cutting and pasting, with more time often devoted to checking and validating data than to actually performing the analysis. Not a good use of time for highly trained professionals. Fortunately, our friends at IBM have developed a way to streamline the process and let finance people take advantage of all the wheel inventing that has gone before.

If you're not familiar with IBM Planning Analytics, you should know that it's a planning, budgeting and forecasting solution built on the powerful, in-memory OLAP engine of IBM TM1®, which is in use by thousands of organizations around the world. IBM Planning Analytics is used for multidimensional modeling, and it also includes predictive capabilities borrowed from the IBM Watson Analytics app.

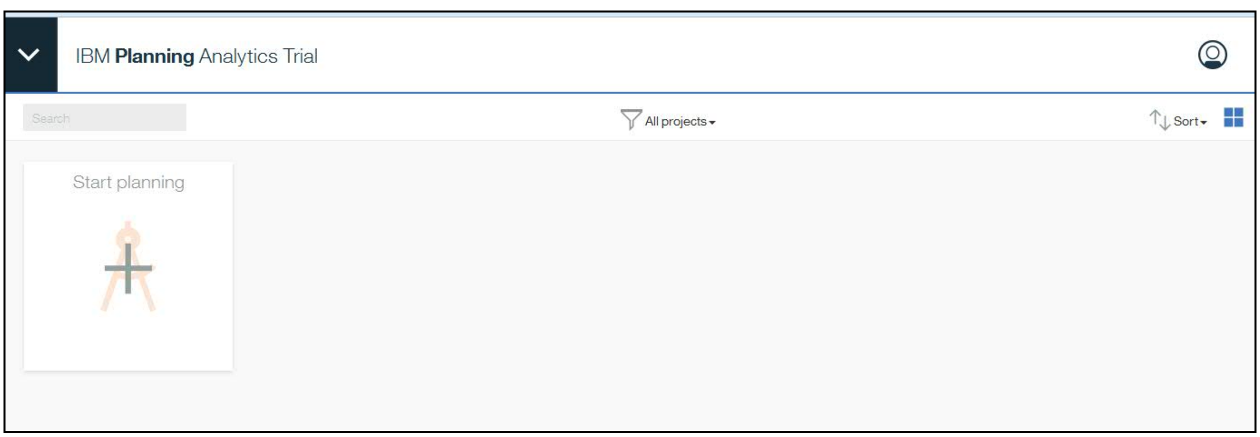


Figure 1: Splash Screen - When you first enter the IBM Planning Analytics Trial

You can experience the IBM Planning Analytics solution right now—for free—with a quick click on the IBM Planning Analytics Trial link in the above web page. For the

Trial, IBM created a series of Quick Start Templates (Figure 2). These Templates automate many of the manual steps in the planning process, saving much time and effort, and delivering plans and models that are more timely and more accurate.

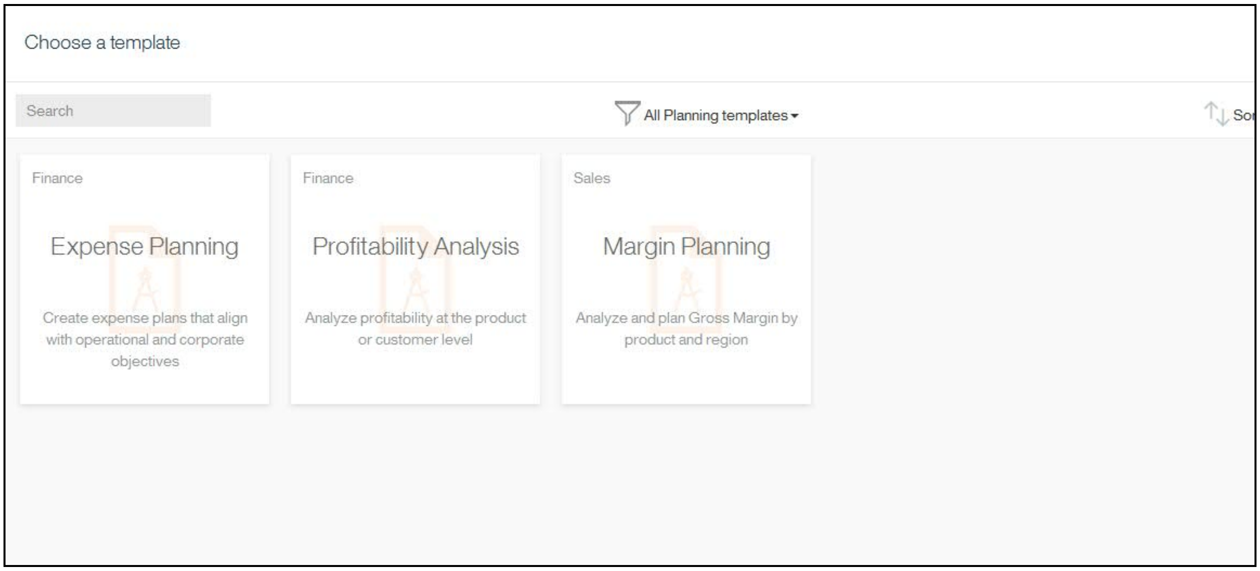


Figure 2: Splash Screen - 3 Quick Start Templates

You'll have the option of trying out three different Quick Start Templates: Expense Planning, Margin Planning, and Profitability Analysis. The Quick Start Templates are pre-configured models that incorporate the collective best-practice knowledge of IBM planning experts, business partners and leading IBM customers.

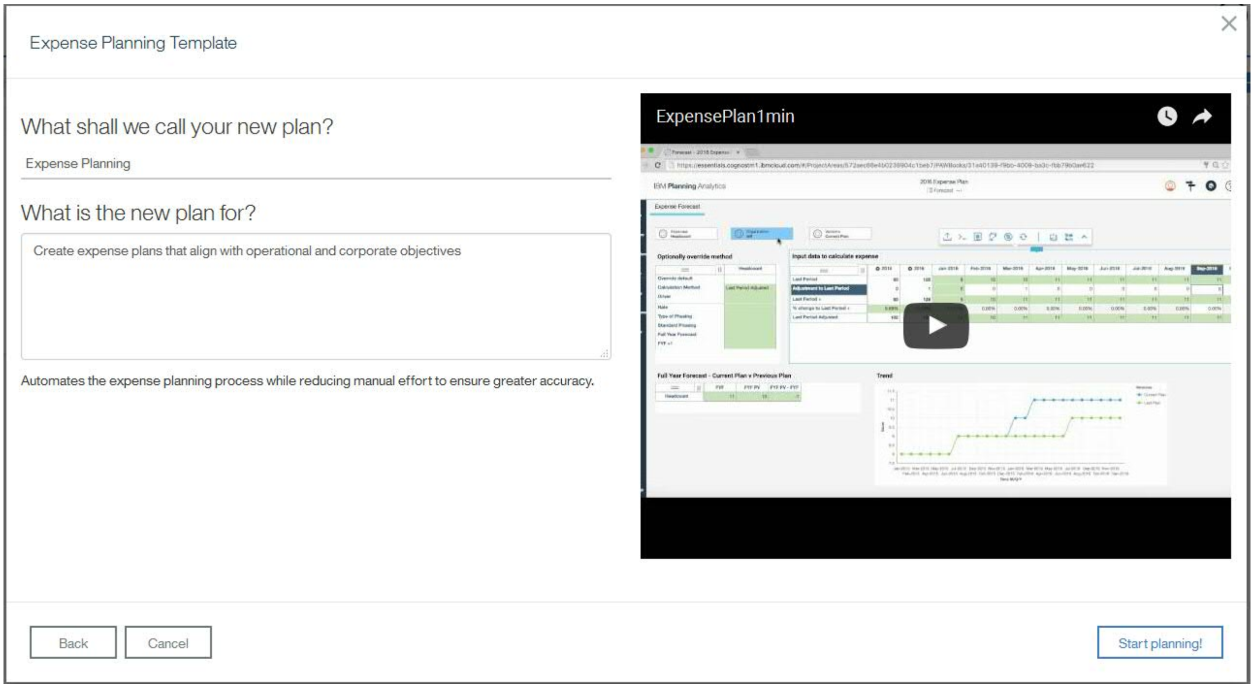


Figure 3: Splash Screen – Expense Planning Template

The Expense Planning Quick Start Template, for example, helps finance people plan, analyze and forecast expenses across departments, using business drivers to ensure accuracy and consistency. With this template, finance people can:

- Analyze plans by business type or key periods and see trends and variances to give insight into expense performance
- Forecast spending at the level of detail that makes the most sense for the business
- Gather input directly from managers on the front lines of the business, who can apply their detailed knowledge to build a more accurate plan.

By removing the error-prone, manual steps that are inherent in spreadsheet-based processes, Quick Start Templates enable finance teams to focus on spotting opportunities for improvement and performing the kind of analysis that adds real value.

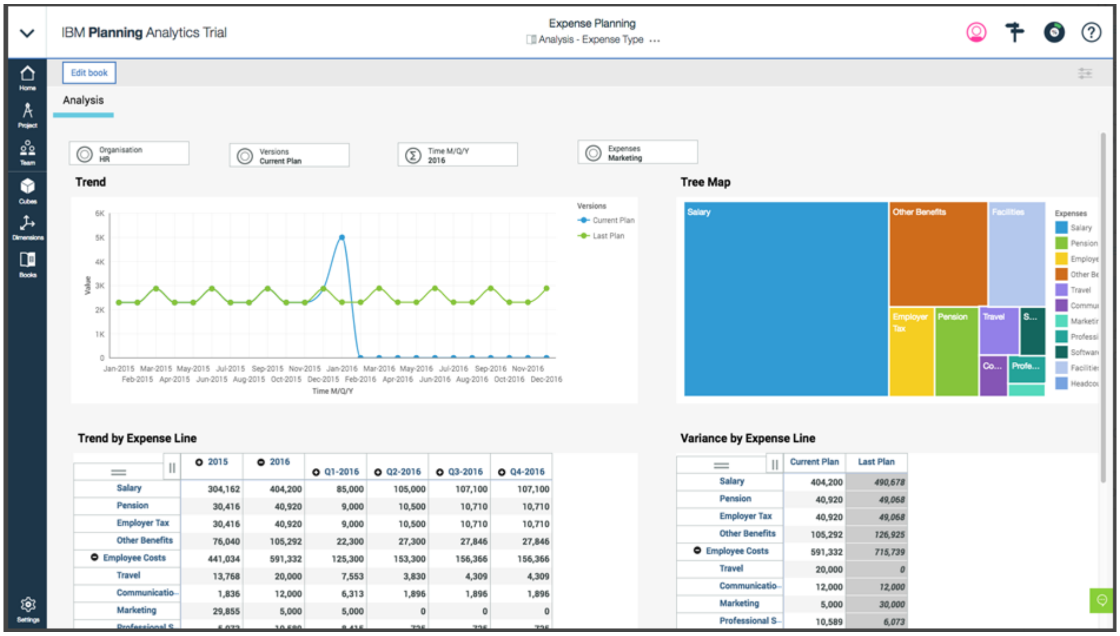


Figure 4: Pre-configured Quick Start Templates can display results in vivid charts, graphs and tables, so information is easier to share and understand.

In Finance we are all about the numbers. The [Planning Analytics Trial offers us a free opportunity](#) to explore the capabilities of one of business's leading financial performance management tools.

So Many Execs & So Few

By Vipul ("Vips") Kapadia, *Andersen Alumnus and founder ThinqShift*

For years I struggled with what I perceived as this paradox. CEO Survey after survey, article after article identify "We don't have the leadership talent" as a critical issue for CEOs. On the other hand, these same organisations have armies of executives - several thousand in some cases. We then layer on a overly populist understanding of Drucker "management is leadership" and a picture starts of emerge of how over time these have become murky waters.

Then our western colloquialism to refer to our executives as leaders dilutes this further. Many articles take the tack of identifying and analyzing leadership traits. Others describe leadership as a practice that emerges through the interactions of people and processes. I'm going to take a slightly different track, one that describes the mastering of 3 powers.

Adaptable Leaders are ones who Master the 3 Powers

What are the 3 powers?

1. **Content Power.** This is the power one has over another because of knowledge on a particular subject or expertise area. Could be technical, accounting, legal, industry expertise, experience etc. In short "You know more about this than I do, therefore you have content power over me"
2. **Positional Power.** This is the power that one has over another because of authority or title. The most obvious is example is "I'm your manager therefore you will do….". However, this could extend to other types of authority - parental, police, politicians etc.
3. **Personal Power** This is the power that's much harder to express because it comes with deep within. It's the alignment of who you are in all aspects of your life. Your beliefs and values through to your behaviors, actions and its associated consequences. The best way to express this how it's experienced by others. "I will follow you, because I trust in you and I want to be part of whatever you do".

So what's the difference between Exec's and Leaders?

Using this lens and at the risk of oversimplifying, I'll suggest that there are lots of Executives who have high levels of Content and Positional Power, but relatively low levels of Personal Power.

What sets a leader apart, their ability to not just create a motivating vision and execute it, but also their high levels of personal power. S

The rub is that personal power is way harder to cultivate than content power or positional power. It takes longer. The 'right answer' is very individual-specific and developing it

Personal Power is more important than ever

Maybe there's nothing new here for many of you. However, here's the ThinqShift top reasons why it's even more important know than before:

1. Digital Natives communicate differently causing an erosion on interpersonal abilities and EQ. Put simply it's much easier to go through adolescence, college and young adulthood without having done 10,000 hours (Gladwell Time) of interpersonal practice! This all works fine, until people have to interact with other people or when difficult conversations become necessary.
2. Expertise based on "Content Power" or becomes obsolete at faster and faster as the speed of information and innovation accelerate. Hence skills that are cutting edge, become obsolete quicker.
3. "Positional Power" which is based on 'authority' and 'title' is increasingly associated with good management operations and contrary to creative

collaborative and innovative cultures that we hope will fuel our economy in years to come.

The Top 3 Shifts to Make on your way

From "Knowing Your Stuff" to "Empowering others that know more than you"

From "Rigid Hierarchy" to "First Among Equals"

From "Having others respect what you do" to "Trusting who are you"

So Why ThinqShift?

It's for the reasons above that we started ThinqShift - To craft leaders that inspire, innovate and have an extraordinary impact on the world. We provide 3 services for Fabulous People on their journeys to be Adaptable Leaders.

- Leadership Coaching
- ShiftUp Academy - Learning experiences based on career stages or critical leadership pain points.
- Transformation

Those of you who have fond memories of St Charles will remember the cultural bonding experiences, richness and programming that we did systematically at different stages of our career path. We want to do that for Personal Power leadership skills where e-learning falls short!

Vipul ("Vips") Kapadia worked for Andersen between 1998 - 2002 in the London office originally in the Advanced Technology group and then in Strategy. In 2003 he was also part of the founding group for ex-Andersen-ers that started Qedis in London which was ultimately grown and sold to North Highland in 2011. He's now the founder of ThinqShift, a leadership services company that seeks to craft Adaptable Leaders for the Digital Era.

Leaders Photographic Memory

By John Blumberg, *Andersen Alumnus and author of Return On Integrity (www.BlumbergROI.com)*

Growing up, I remember being torn between the two. Whether it was a vacation, a concert, a canoeing adventure, or a beautiful sunset… *do I spend my time photographing the experience or fully living the moment to develop a photographic memory of the experience*? Earlier this year, a photograph went viral of a crowd of young adults watching the *NBC Today Show* in the streets outside Rockefeller Center in New York. Every single one of them had their cell phones up in the air recording the event. In the midst of the crowd of these young adults was one elder lady. She was just watching the show…fully living into the experience. Some would say that you can do both. Possibly, but not likely.

Neither a photo or a video is the real experience.

At best, it's an expression of the experience…and a weak one if you haven't first fully lived into the original version. I'm not lost on the irony that this photo would gain its viral exposure on Facebook. With the evolution of photographic technology and its outlet of social media, the dilemma of my years growing-up has taken on new dimensions. Without the natural constraints of an ongoing investment in film and developing costs, there are no practical limits to the quantity of photos and videos that can be taken, instantly "developed" and then widely shared. On the surface, it would appear to be an incredible advancement. And there are certainly many advantages that are created because of it.

Yet, regardless of the ever-increasing quality and ease of recording images, they are no more the actual authentic experience than those of the more antiquated version found in the fading photographs of years gone by. In fact, the enhanced quality can actually present a false reality of the experience of those captured through this perfected medium. I recently saw a wooden plaque in a gift shop that simply stated, "*May your life someday be as awesome as you pretend it is on Facebook.*" It's a bit judgmental and harsh, but it rings with a bit of truthful sting.

The most documented society may reflect the least authentic.

It's the same sting that rings true when it comes to core values that are quickly developed without an individual or a leadership team fully living into the experience of developing them. A few "final words" posted for all to see will have little meaning or impact if the adventure of developing them isn't deeply experienced. It isn't that the words on the wall are bad, it's just that they are only as good as the depth of the experience it took to create them.

Those in leadership positions have often received the essence of the same judgment noted on the wooden plaque in the gift shop…*may your actions someday be as awesome as you pretend they are on the wall.*

Granted, on the surface, digging into your core values isn't as much fun as some exotic vacation…yet the deeper you dig, you eventually find an incredible sunrise. It's only in fully living into the discovery, that a few wonderful gems are unearthed to mean everything. They become the essence of truth. In turn, they become a way of life and not a checklist of compliance.

Like the few words on a list of genuine core values, some photography purely captures and ultimately reveals the essence of the truth of the moment. I think of the work of my good friend Jimi Allen. I love to actually watch him work his incredible gift of photography. Unlike the masses, Jimi doesn't just snap images to document the

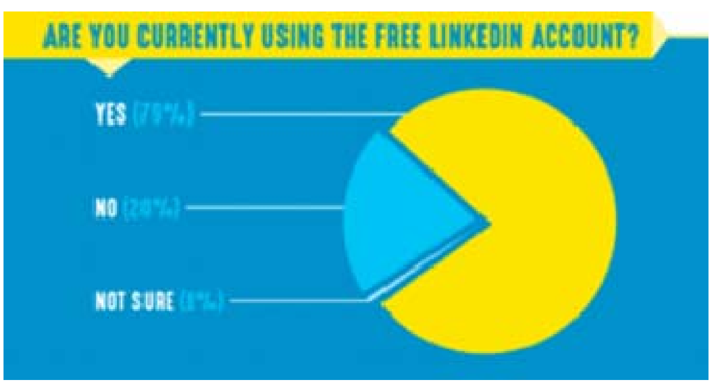
moment…he fully lives into the experience he is photographing. And truth leaps from the beautiful images that he captures.
The essence of the image exposed from a list of organizational core values is in the hands of those who lead. When their hands pick-up a shovel and begin to dig deeply, they live into the experience of developing personal and organizational core values. That genuine experience is what reveals the truth every time they're exposed to each word on their ultimate list of values. It's that truth that equips them to be able to fully live those values *within every experience* and in doing so inspire others to do the same.

John G. Blumberg is an Andersen Alumni, a national speaker and author of several books including his just released book, ***Return On Integrity: The New Definition of ROI and Why Leaders Need to Know I***t. It is available on Amazon and at major bookstores. You can connect with John at http://www.blumbergroi.com/connect

7 Amazing but Hard-to-Find Free LinkedIn Features

By Wayne Breitbarth, *Andersen Alumnus and CEO-Power Formula LLC (Author of "The Power Formula for LinkedIn Success: Kick-Start Your Business, Brand and Job Search')*

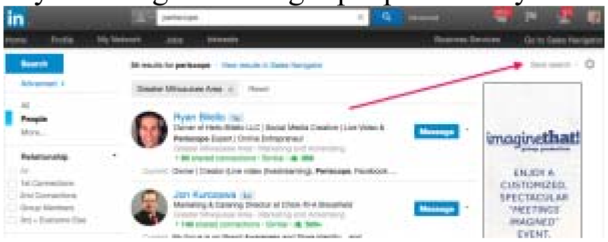
Most LinkedIn users (79% according to my latest LinkedIn user survey) are not paying anything to use the site. That's why most of what I teach in my book, my online training course, and in my live corporate and individual sessions focuses on becoming a skillful



user of the free account.

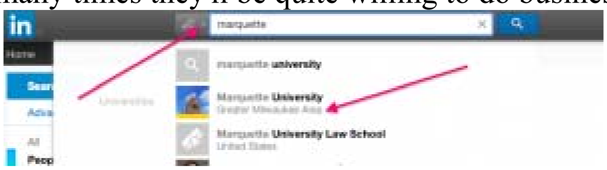
Here are seven simple ways you can capitalize on powerful, hard-to-find LinkedIn features without spending a cent.

1. Save Advanced People Searches. This is like having a 24/7 virtual assistant who's always looking for the right people. Once you've completed an Advanced People Search



that gives you a list of just the right folks, click the words *Save search* (top right corner). Then each week LinkedIn will automatically show you new people who meet your defined search criteria. This is absolutely priceless. For more information on this feature, click here.

2. Find fellow alumni. It's hard to explain the warm, fuzzy feelings fellow alumni have for each other, but LinkedIn makes it very easy to find and contact your fellow alumni--and many times they'll be quite willing to do business with you. Select *Universities* from

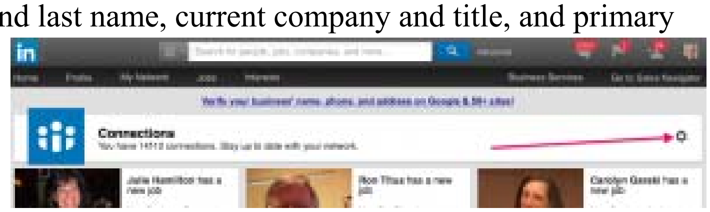


the drop-down menu and type the name of your school in the search box. Choose your school when it shows up on the list, and then select *Students & Alumni*. Choose your filter columns or keywords, and LinkedIn magically shows you just the right fellow alums--smiling faces and all. Ka-ching! For more information on the Alumni feature, click here.

3. Add media to your profile. To create a compelling profile, you need to strategically tell your professional story. A simple way to enhance your written story is to add links to important websites and upload media or other files. Click the *Add media* button to add

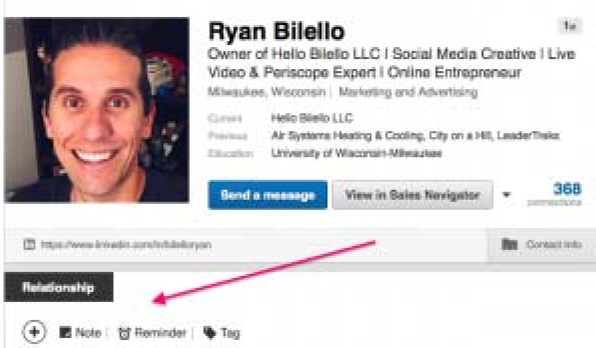
your best stuff to your Summary, Experience, and Education entries. Viewers will then be able to watch, download, and read your most important work samples, company information, personal testimonials and recommendations, and so much more. For more information about adding media, click here.

4. Download your connections database. Who wouldn't want a spreadsheet of their first-level connections' first and last name, current company and title, and primary LinkedIn email address? Simply select *Connections* under the *My Network* tab on your top toolbar, and then click the

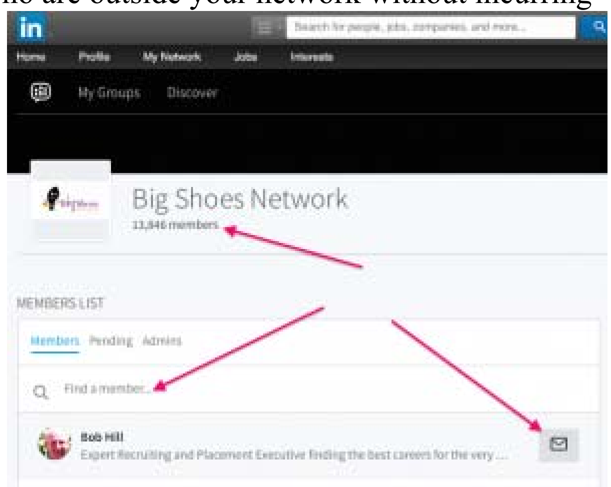


Settings icon. Next, click *Export LinkedIn Connections* on the top right, and then enter your user name and password. Within minutes LinkedIn will send you a zip file with that information and much more.

5. Use the Relationship tab. All of your first-level connections have a Relationship section at the top of their profile where you can make confidential notes, set follow-up reminders, and use tags to file their names in your predetermined file drawers. This could be the easy-to-use CRM (customer relationship management) tool you've been looking for. For more information about this feature, click here.



6. Send messages to fellow group members. Unless you have a premium account, you cannot send a direct message to people who are outside your network without incurring an InMail fee--with one exception.



Each month LinkedIn gives you 15 free direct messages you can send to people who have agreed to accept messages from fellow group members. InMails typically cost $10 each, so this is a $150 gift from LinkedIn.

You can join a group just long enough to send someone a free InMail. Under the group name, click the number of members, and enter the person's name in the *Find a member* box. Then select the envelope icon to the right of the person's name.

7. Search your connections' connections. This is an easy way to look for potential customers, employers, etc. whom your connection can introduce you to.

Start by clicking the magnifying

glass in the *Connections* section of one of your first-level connection's profile. After clicking, in place of the magnifying glass, a box appears where you can enter keywords. LinkedIn will then provide all the people in your connection's network who have those keywords included on their profile. To learn more about this valuable feature, click here.

There you have it--seven features that would certainly be worth paying for, but they're totally free.

For step-by-step video lessons on these features and many more, check out my advanced LinkedIn online course by clicking here.

Focus, Focus, Focus…Focusing on

By J. James O'Malley, *Former Andersen National Director of Experience Recruiting, Jim joined TalentRISE as a partner in 2012 to focus on clients' executive leadership challenges by leveraging his passions for executive search, on-demand recruiting, workforce planning and analytics and executive coaching.* *jimomalley@talentrise.com*

Almost precisely two years ago, a study by Deloitte revealed that "organizations with mature talent acquisition strategies on average are 30 percent better than peers on business outcomes, including the ability to meet or exceed customer expectations, create new products and services faster than competitors, and meet or exceed financial targets."

This study (as well as several other over the years that affirm the same point) ought to be a loud call to action. A thirty percent competitive advantage is nothing to be sneezed at, is it?! So why haven't more organizations, in these intervening months, heeded this call? Maybe we're living in an age of "TMI" (too much information), weary from being bombarded by too much data? Maybe the pain caused by shortages of talent isn't quite acute enough yet? Or perhaps Talent Acquisition leaders and CEOs alike are too complacent or engaged with what they perceive to be more immediate challenges?

Whatever the reasons, developing what Deloitte calls a "mature talent acquisition strategy" is not rocket science. Certainly, it requires investments in smart thinking (whether inside or outside of your organization or a blend of both), good technology, and other resources. But frankly, an effective recruitment process is well within the grasp of most organizations if the design is, first and foremost, linked to your company's business objectives and, secondly, as discussed below, if your organization applies **focus.**

What's preventing focus?

The last decade within most recruitment functions has been marked by increased specialization. We now find a plethora of job titles such as specialized sourcers, executive recruiters, recruitment branding/marketers and researchers, etc. within many large organizations' recruitment functions. As the profession becomes more and more specialized, many recruiters lose touch with what's most important to the business - building relationships, assessing the right talent for the organization, getting talent onboarded and, once they have joined, ensuring that they are retained. Increased specialization means that recruiters start to focus more on managing their specializations rather than managing relationships.

On the other hand, within mid-sized and smaller organizations, the pendulum often swings the other way and recruiters try to do it all. That defies not only common sense but also violates the principles of focus because no single individual can possibly be a sleuth, technology wiz, salary expert, sourcer and assessment guru while also building and maintaining relationships with hiring managers and candidates.

Applying focus to the process

Given that specialization is likely to increase, not decrease, in importance in the future, the best way forward is to "buy" specialization by outsourcing parts of your talent acquisition function in order to retain focus. That is why you need to make well-informed decisions about what you do well - and not as well - at both the individual and functional level based on the following:

Relative costs

Doing something in-house is NOT always cheaper or better than buying it from the outside. To really understand the relative price tags of in- vs. outsourcing, do the math by, for example, comparing the costs of employing a senior level recruiter as well as support staff (such as researchers) to using an external service that you can essentially turn on and off.

2. The relative output

There is a belief that using in-house resources will produce the same, if not better, results, than buying external expertise. However, in my experience on both the corporate and consulting side, external firms generally have more resources at their fingertips including years of expertise specific to the type of talent you require, databases, social media expertise and real time insights into the market. In essence, by using a firm instead of an individual, you are buying the brainpower of a team.

The other consideration is leverage. By leveraging externally from a team, you will typically have more resources at your disposal. And more resources devoted to a single search usually means quicker results.

3. The ease/speed of external recruiters and their focus

Motivations guide behaviors. Not always - but often - external recruiting firms produce results faster because the hiring organization IS the client. External recruiters are not on payroll or being paid by the hour. It's in their best interest to place and identify candidates quickly and move on to the next project.

4. The cultural component

"Cultural fit" is really important. However, this should not be an argument against hiring an external firm. Most experienced and reputable search firms seek to learn the pulse of the organizations they serve. During the intake process, their primary objectives should include getting to know your culture. If the external recruiters you are working with don't ask those questions, then you need to look elsewhere.

The strategic rewards of applying focus

In my experience, a little bit of focus goes a long way. Consider the impact of outsourcing in the following two scenarios: (1) when an organization needs to be really proficient at recruiting for the same type of position repeatedly and/or (2) when it is growing so fast that it needs to hire all the people it can to fill certain critical senior roles. In the first case, let's assume you are a global IT consulting firm that sells large projects. Having the right senior staff with the right connections and the ability to sell multi-million dollar projects is critical. You are more than happy to pay that "right" individual very well and you will hire as many of these executives as you can find. This is the perfect argument to focus on investing in search/competitive intelligence; to constantly build talent communities of these executives; to attend the conferences that prospective talent attends, etc. In other words, your in-house team can focus, with laser accuracy, on a targeted campaign that repeatedly gets your employer brand in front of this group of candidates.

As far as the second scenario - recruiting during fast growth - I lived this first hand while working at Andersen. After Accenture split off, the emphasis shifted to rebuilding the mid-market consulting practice. At that time, demand for those services was so great that we sought to hire any qualified individual from any of our direct competitors. We built an in-house executive search function, invested in research and assigned recruiters to focus exclusively on our four largest competitors. Since we were not recruiting for a specific position, our approach was unique: we were not pitching a job; we were pitching the firm. Within this initiative, the focus was not on "how many did you hire?" or "did you fill that position yet?". We were entirely obsessed with building relationships and getting to know our competition intimately. My team became much more relevant as recruiters because we were tasked with business development, marketing and competitive intelligence in order to sell our brand to these candidates. This, in my opinion, is where in-house recruiting ***should*** be focused while recognizing that it always makes sense to buy from an expert recruiter to fill a "critical" or "difficult" position or a time sensitive position. That's when external recruiters excel.

Conclusion

So, as you go into the 2017 budget planning season, consider how you can get your internal resources more focused. Leveraging an outsourced model prudently can help you achieve that focus. By "prudently", I mean that you must strategically assess your needs to see (a) what parts of your recruitment process and (b) what roles best lend themselves to outsourcing. Applying prudence clearly also entails looking at costs, output, speed and your culture. If all of these considerations align with your talent needs, you'll be much better positioned to achieve the kind of focus that a mature recruitment approach entails. And that is almost certain to produce results.

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