



- **Consider Your Corporate Values:** During our initial "intake" interview with a new client, among the many matters discussed are the company's values, employment brand and elements of the latter which are real vs. aspirational. We learn from our client decision-maker precisely what leadership characteristics separate the best from the rest in their company and how those characteristics align with the corporate values. This helps us choose the candidates most likely to be successful, and following this tip should help you select those who will succeed in your company.
- **Identify an Example in Your Company:** Ask for input from at least one current executive in your company who personifies the leadership attributes sought in all executive management candidates and whose personal values are closely aligned with those of the company. We do this to learn first-hand the leadership characteristics embodied by the client's corporate executive, in order to help us cement and confirm our understanding of the attributes we should be seeking in candidates.
- **Interview Candidates for their past and present "Culture Compatibility":** Plan to devote a significant portion of your candidate interviews to this topic of compatibility with corporate values and the leadership competency models where they currently or previously worked. During our interviews, we explore the culture of his/her current or previous employers and the degree to which it is similar to our client's culture. (If the candidate cannot be articulate about what characteristics define his/her current employer, that is a red flag! How could this person possibly have been effective getting things done with and through people without understanding the basic DNA of their current or previous companies?)
- **Know How Decisions are Made:** You already know how decisions are made at your company. So when you interview candidates, ask how he/she mobilizes people to conceptualize new initiatives, secure approvals, and implement programs. Their answers tell you how they get things done, and whether they will succeed or stumble in your culture. We also ask for examples of how the candidate has influenced decisions at current and previous companies and what frustrates him or her about the way decisions have been made.
- **Guide other Interviewers about culture fit questions:** You will likely have several additional executives interview your finalist candidates. Guide them to devote a portion of their candidate interviews to the culture topic and provide suggested questions in advance, so their interviews will produce more in-depth responses. This facilitates deeper understanding of each candidate and their probable "fit" within your company.

# CONGRATULATIONS TO:

## Our Placed Candidates at Client Organizations!



### **Roger Lee**

#### ***Brandman University***

**Executive Vice Chancellor,  
Chief Marketing Officer**

Roger is an award-winning marketing executive with 20+ years of experience in team leadership, brand development, campaign execution and media strategy. He brings to Brandman a strong background in higher education marketing and branding that he sharpened during his 15-year tenure at Kaplan Higher Education in Florida. He will use his experience in Marketing Strategy, Media Planning and Attribution, and Creative Direction to build national awareness of Brandman and its unique degree programs for adult students who must balance busy lives and families.



### **Melissa Robinson**

#### ***University of La Verne***

**Associate Vice President  
Communications**

With 20+ years of experience in branding, consumer marketing, and social media, Melissa has managed communications for some of the world's best known brands, including General Motors, Chevrolet, CKE Restaurants (Carl's Jr. and Hardee's), Verizon Wireless, Nintendo, Walt Disney Studios, Motorola, Amazon.com and more. Melissa previously held leadership positions at GolinHarris, Hill & Knowlton and Weber Shandwick Communications agencies.



### **Rachel Pell**

#### ***Penn State University***

**Associate Vice President for  
News and Media Relations**

Rachel brings over 16 years of public and media relations expertise to her new leadership role at Penn State. She spent the last 12 years at Ketchum in New York City, where as Senior Vice President and Group Manager, she led public relations and marketing communications campaigns for major national and international accounts, including Pfizer and Takeda Pharmaceuticals. She is an alumna of Penn State.

# Le Monde

"Vive La France"

Betsy Berkhemer-Credaire was quoted in LeMonde, the national newspaper in France, about "Reverse Board Search," a Berkhemer Clayton service to accelerate C-suite women executives to corporate boards. France has a target quota of 40% women on the boards of directors of its publicly held corporations. European countries are well ahead of the U.S. regarding numbers of women on corporate boards.

Full article: [http://www.lemonde.fr/emploi/article/2016/05/09/le-futur-pdg-americain-apprend-son-metier-chez-les-autres\\_4915949\\_1698637.html?xtmc=berkhemer&xtcr=1](http://www.lemonde.fr/emploi/article/2016/05/09/le-futur-pdg-americain-apprend-son-metier-chez-les-autres_4915949_1698637.html?xtmc=berkhemer&xtcr=1)

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