



WHAT'S ON YOUR HORIZON?

Selecting the CEO is the most important job of any board and accomplishing this effectively can be challenging for the highest performing boards. There are numerous factors to consider—the war for talent is heating up every day, discerning skills can be challenging and charismatic candidates can win over directors at the cost of substance in the interview process.

At FCCS, we have built a robust structure around the CEO and Executive Selection process that removes intuition and complements the experience level of each director/member of the search committee. We combine a data-driven approach with key areas of fit established by your organization. This all adds up to a process that is systematic, thorough, timely and cost-sensitive.

We act as a conduit between the candidate and board to assure all information is communicated and the board has all the information needed prior to formulating and extending the offer.

“The most important task for any Board of Directors is the selection and hiring of a CEO to lead their company. In most cases it is also the one they are the least prepared for,” says Glenn Goschie, Board Chair of Wilco Cooperative. “Wilco was fortunate to team with Jay Lux and FCCS. Throughout the entire process Jay was able to facilitate discussion, make sure all questions were asked and answered, and bring forward only those applicants that were qualified to meet our needs. All of the Directors felt comfortable in every step because of Jay’s ability to communicate in a professional and personable manner. The members’ time was used efficiently yet the process was never rushed or influenced.”

Executive Selection Project Phases

A well-managed selection process – one considering the organization’s current situation, challenges and future goals can prove invaluable, as can the support of an insightful search firm.

- FCCS consultant(s) meets with the board/search committee to outline the process and the selection approach, clarify objectives, answer questions and determine the appropriate assessment instruments.
- The search process is communicated to the organization – generally by the Board Chair or CEO.
- The full board completes the Predictive Index (PI) PRO assessment.
- An updated job description is created and sent to the board/search committee for approval.
- The position is posted/advertised.

“I was supportive of using an outside firm for our executive search. We decided on FCCS for our CEO selection because they have a solid process, positive feedback from other clients, knowledgeable consultants and are a great fit for our board.”

—ANDY LOWREY

BOARD CHAIR, CAPE FEAR FARM CREDIT

“I give credit to Jay and the entire FCCS Team for assisting the Wilco Board through the most important process a board of directors ever does, select a CEO. I highly recommend FCCS. They are the best I have seen in my 42 year coop career.”

—DOUG HOFFMAN

PRESIDENT & CEO, WILCO



- Interested candidates submit their resume and cover letter; reference checks are conducted.
- Qualified internal candidates will be contacted and given the assessment instruments.
- Candidate reviews are scheduled with the board/search committee to review the candidate's credentials.
- Round 1 candidate interviews are scheduled with the board/search committee.
- After the Round 1 interviews, a tentative compensation structure is created. This proactive step allows for quicker offer formulation after the Round 2/final interviews.
- Round 2 interviews are conducted with the full board who will make the final decision.
- The Compensation Committee refines and finalizes the offer for approval by the full board and the offer is extended.

Assessment Instruments

Assessment instruments are used to measure leadership capacity, critical and strategic thinking and emotional intelligence, and to provide statistically reliable results to support the executive selection. There is considerable research supporting the use of assessment tools for selection. FCCS strongly believes in that research and supports the use of statistically reliable selection tools in executive selection. We recommend an assessment process that incorporates the following series of tools for candidates that move on in the interview process:

- The Predictive Index (PI)
- Hogan Potential Inventor (HPI)
- Hogan Development Survey (HDS)
- Motives Values and Preferences Inventory (MVPI)
- The Watson Glaser Critical Thinking Assessment (WGCTA)

This multifaceted approach allows the triangulation of data and identification of key individual personality, style and skill traits necessary to be an effective CEO/Executive. The full assessment package will depend on the engagement and client needs.

Outcomes

For the past decade, FCCS has led the field in this process with virtually a 100% accuracy in an approach that has gotten results for numerous clients. Be assured:

- A thorough, robust and exhaustive executive search process is engaged
- Client brand and reputation is maintained in communicating with internal and external candidates
- Costs are maintained
- Timely placement of the right executive to lead your organization

We recognize that choosing the right executive leadership is critical to the ongoing success of your organization. Our expertise and experience enables us to assist you. We welcome a conversation about your executive search needs.

For more information about FCCS' Executive Selection services, contact:

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FCCS CEO SELECTION AND SUCCESSION CLIENTS

CEO SELECTION CLIENTS

- | | |
|------------------------------------|-----------------------------------|
| ■ Ag New Mexico FCS | ■ Farm Credit of Western Arkansas |
| ■ AgHeritage Farm Credit | ■ FCS Financial** |
| ■ Cape Fear Farm Credit | ■ FCS Mandan |
| ■ Coleman Agriculture | ■ FCS MidAmerica |
| ■ Compeer Financial | ■ FCS of America |
| ■ Farm Credit Florida | ■ FCS of Illinois* |
| ■ Farm Credit Foundations | ■ Midsouth Farm Credit |
| ■ Farm Credit of New Mexico | ■ Miller Bowie Coop |
| ■ Farm Credit of Southern Colorado | ■ Progressive FCS* |
| ■ Farm Credit of North Dakota | ■ SunStream Business Services |
| | ■ Western AgCredit* |
| | ■ Yankee Farm Credit* |
| | ■ Wilco Cooperative |

SUCCESSION CLIENTS

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|------------------------------------|-------------------------|
| ■ AgCarolina | ■ Frontier Farm Credit |
| ■ AgCountry | ■ Galloway Company |
| ■ Coop Elevator | ■ ITU |
| ■ Farm Credit New Mexico | ■ Premier Farm Credit |
| ■ Farm Credit of Southern Colorado | ■ ProPartners Financial |
| ■ FCS of North Dakota | ■ Texas Farm Credit |
| | ■ United FCS |

* Succession program that led to CEO placement

** CEO Selection, 2013; Succession, 2015



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