



# LEADERSHIP IN OVERFLOW

BATENBORCH INTERNATIONAL

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## 1. Specialized in Sales & Marketing

This specialization has enabled us to build and continue to build pro-actively a sound network with Sales & Marketing professionals. The best people with brand, customer and/or profit & loss responsibility. In-depth knowledge of these functions combined with a strong sector oriented approach safeguards a correct analysis and relevant evaluation of candidates.

## 2. Our network: a pro-active and candidate driven approach

We are continuously researching the market, on the lookout for top candidates. Every day we interview sales & marketing professionals and follow their careers. We have a clear understanding of their expectations and of the working environment that optimally suits them.

## 3. Our working method guarantees speed

Due to the combination of our sales & marketing specialization, the sector knowledge and our pro-active

approach, we ensure a rapid process. We present a short-list of candidates. A true choice between candidates that fit the profile, that are truly interested and with whom we have already clearly discussed both the position and the working environment.

## 4. Quality & partnership

Once a candidate is selected we closely follow the integration in his or her future company. Our true success is when a candidate proves to be successful in his or her new environment. Our commitment to this success is translated in a unique integration guarantee of twelve months.

## 5. International network

Through a global and identical approach in different countries, we are able to assure the same service level and results. We are able to service clients internationally on a permanent and interim basis.

# COMPETENCE CARDS

1. BUSINESS ACUMEN
2. DECISIVENESS - TIMELY DECISION MAKING
3. DELEGATION
4. INDIVIDUAL LEADERSHIP/COACHING
5. VISION/STRATEGIC AGILITY
6. DRIVE FOR RESULTS
7. GROUP LEADERSHIP
8. POLITICAL SENSITIVITY
9. STRESS TOLERANCE
10. ENTREPRENEURSHIP

# 1. BUSINESS ACUMEN

*The secret of business, is knowing something others don't.*

*Aristoteles Onassis*

## Definition

Knows how businesses work; knowledgeable in current and possible future policies, practices, trends and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace.

## Possible areas to explore

- ▶ Breadth of business knowledge
- ▶ Financial Workings of Companies
- ▶ Knowledge of Competitors
- ▶ Understanding of Market Services
- ▶ Reading habits in business
- ▶ Government/Business relationships

## Questions

- ▶ Which business leaders do you respect the most? Why?
- ▶ Tell me about an unusual market reaction to a product/strategy/service and tell me what this meant to you.
- ▶ Give me three edges your competitors have.
- ▶ Which business organizations do you think are doing the best job? Why?
- ▶ Give me three examples of business moves you executed that worked.

**Remark:** When asking for more than one example, it is not necessary to go into detail on all of them. Let your candidate list the examples, then choose one you want to 'elaborate'.

# 2. DECISIVENESS

*The only limit to realizing the future today, is our current hesitation.*

*Franklin D. Roosevelt*

## Definition

**Timely decision making:** Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure, able to make a quick decision.

*Decision Quality: Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.*

## Possible areas to explore

- ▶ Career decisions
- ▶ Conflict situations
- ▶ Direct report decisions
- ▶ Managing impossible deadlines
- ▶ Managing marginal performers

## Questions

- ▶ Tell me about a time you took a quick decision that backfired on you.
- ▶ Tell me about a time you waited too long to make a decision and it backfired on you.
- ▶ Have you ever worked around a slow decision maker? How did this influence your decision making and give an example?
- ▶ Have you ever worked with an impulsive decision maker?
- ▶ What kind of decisions do you take easily? Which decisions take time? What was the most difficult decision you have made in the past few months? What made it so difficult?

**Remark:** When asking for more than one example, it is not necessary to go into detail on all of them.

Let your candidate list the examples, then choose one you want to ‘elaborate’.

# 3. DELEGATION

*Nothing is particularly hard if you divide it into small jobs.*

*Henry Ford*

## Definition

Clearly and comfortably delegates both routine and important tasks and decisions; broadly shares both responsibility and accountability; tends to trust people to perform; lets direct reports finish their own work.

## Possible areas to explore

- ▶ Delegating important tasks
- ▶ The candidate's supervisory role
- ▶ Projects

## Questions

- ▶ Which things do you delegate? Which do you not? Why?
- ▶ Delegating isn't always easy. Which problems do you encounter in delegation? Examples?
- ▶ Who are the people surrounding you (direct reports)? How/why did you choose them? Which tasks do they take up for you?
- ▶ Can you still delegate more? If yes: which things? Why didn't you do so?
- ▶ Have you ever delegated something you took back into your own hands afterwards?
- ▶ If you suddenly became unavailable for several weeks, to what extent is your staff able to assume your responsibilities?

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# ● 4. INDIVIDUAL LEADERSHIP/COACHING

*A sense of humor is part of the art of leadership, of getting along with people, of getting things done.*

*Dwight D. Eisenhower*

## Definition

Being able to stimulate, guide and direct staff members/others in reaching their business goals by developing their knowledge, competences and talents.

## Possible areas to explore

- ▶ Motivating staff members in difficult situations
- ▶ Coaching staff members on specific competences/attitudes
- ▶ Motivating demotivated staff members
- ▶ Bringing out the best/the most in people

## Questions

- ▶ Have you ever had a staff member that was not performing as well as he/she should?
- ▶ What have you done to improve his/her performance? Result?
- ▶ Have you ever worked with a staff member that had a completely different approach/ attitude in business than yourself? How did you work with him/her? Result?
- ▶ Have you ever had to severely reprimand a subordinate? How did you do this? Result?
- ▶ What is for you the most difficult aspect in coaching your team? Give an example.
- ▶ Are some people for you more difficult to manage than others? Examples? Why? Your 'different' approach?

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# 5. VISION/STRATEGIC AGILITY

*Every person takes the limits for their own field of vision for the limits of the world.*

*Arthur Schopenhauer*

## Definition

Sees ahead clearly; can anticipate accurately on future consequences and trends ; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans. Can stand back from day-to-day activities, focusing on major issues and long-term goals.

## Possible areas to explore

- ▶ Competitive analysis
- ▶ Major investment in new equipment/projects
- ▶ Planning mergers/strategic alliances
- ▶ Strategic planning
- ▶ Long term consulting projects
- ▶ Starting up new organisations

## Questions

- ▶ To what extent do social evolutions/major events have an influence on your organisation (world economics, political evolutions, euro, e-commerce, ...) In a constantly changing economy/world, companies must follow. In what way is your company changing, anticipating, reacting on developments?
- ▶ What strengths/weaknesses do your competitors have on the long term?
- ▶ Tell me about some strategies that you have conceived and implemented. What do they have in common, how are they different, which would be repeatable anywhere? How did you think of them? What were your sources?
- ▶ Have you ever had a major difference in view with a colleague, your management, board of directors on a strategic issue. Tell me about it.

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Let your candidate list the examples, then choose one you want to 'elaborate'.

# 6. DRIVE FOR RESULTS

*One person with a belief is equal to a force of 99 who have only interests.*

*John Stuart Mill*

## Definition

Stays focused on results and objectives in spite of problems, opposition, setbacks.

## Possible areas to explore

- ▶ Life goals
- ▶ Business goals (short-term, long-term)
- ▶ Pushing an unpopular Idea/Program
- ▶ Winning big by losing small
- ▶ Finishing something others have given up on

## Questions

- ▶ Business goals (short-term, long-term) What have you achieved in relation to these objectives today?  
On which of these are you behind on schedule? What are you doing to get back on track?
- ▶ Do you remember a situation in which you encountered major problems to achieve your goals?  
What did you do?
- ▶ Have you ever inherited a demotivated team?
- ▶ Tell me about a time when you booked results against all odds.
- ▶ Tell me about a time when you just had to give up and move on to something else.
- ▶ Have you ever seen anyone getting results at all cost and pay a high price for it?

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Let your candidate list the examples, then choose one you want to 'elaborate'.

# 7. GROUP LEADERSHIP

*Leadership is getting someone to do what they don't want to do, to achieve what they want to achieve.*

*Tom Landry*

## Definition

Guiding and directing a group and establishing and maintaining the team spirit needed to achieve the group's objective.

## Possible areas to explore

- ▶ Implementation of global changes in the organization, ways of working.
- ▶ Motivating in times of crises.
- ▶ Successful introduction of major changes, new ideas.

## Questions

- ▶ Have you ever led a group or project team with members on a similar or higher hierarchical level than yourself? How did you manage this?
- ▶ Can you describe one of the most difficult groups you ever had to work with? What was your approach?
- ▶ How do you involve your staff in issues of company policy? On what issues do you involve them? On what issues do you not? What's the outcome of both approaches? Illustrate with concrete examples.
- ▶ Have you ever had to implement major changes in your organization? Think about a situation where there was strong resistance to the idea of change in the beginning.
- ▶ Do you use specific techniques, as a leader, to influence the organisation and the people you work with?

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# 8. POLITICAL SENSITIVITY

*Man is by nature a political animal.*

*Aristotle*

## Definition

Can manoeuvre through complex political situations effectively and quietly; is sensitive to how people and organisations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organisational life and works to adjust to that reality.

## Possible areas to explore

- ▶ Getting things done when you don't have the power
- ▶ Selling a major initiative to Top Management/the Board of Directors
- ▶ Public Relations Assignment
- ▶ Entering a new culture for the first time

## Questions

- ▶ Have you ever had to mediate between two people more powerful than you?
- ▶ Have you ever had to report bad news to management two levels or more above you?
- ▶ Tell me about a time when you had to deal with some dumb policies.
- ▶ How do you feel about people who play corporate politics?
- ▶ Do people ask you for your political advice?
- ▶ Tell me about a time when you overcame internal resistance to get a project done.

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# 9. STRESS TOLERANCE

*One of the symptoms of an approaching nervous breakdown is the belief that one's work is terribly important.*

*Bertrand Russell*

## Definition

Continues to perform effectively under time pressure and in the face of disappointment, adversity and opposition. Can be counted on to hold things together during tough times.

## Possible areas to explore

- ▶ Difficult situations (social pressure, time pressure/deadlines, political pressure, conflicts)
- ▶ Hard decisions to take (decisions with great impact on budgets, people, not in line with traditional company culture)

## Questions

- ▶ What was (in the last 6-8 years) your most stressful period? Why? Describe this situation? Have you experienced similar circumstances afterwards? Could you motivate yourself to go through this kind of situation again?
- ▶ What was the last time you (almost) lost your temper, you got really angry within your working environment? Did you 'show' it to others or just within the walls of your own office or car?
- ▶ What is the most unpleasant or embarrassing thing that ever happened to you? Can you tell me about it?
- ▶ Do you know some things that really upset some of your colleagues but that don't bother you?
- ▶ Can you remember a situation where you had great difficulty in concentrating on your job because you were upset? Tell me about the situation. What did you do? How long did this situation/period last?
- ▶ In which circumstances do you work best? Do you remember situations where you had the feeling you were put under large pressure by others/someone else?

**Remark:** When asking for more than one example, it is not necessary to go into detail on all of them. Let your candidate list the examples, then choose one you want to 'elaborate'.

# 10. ENTREPRENEURSHIP

*Success in business requires training and discipline and hard work.  
But if you're not frightened by these things, the opportunities are just as great today as they ever were.*

*David Rockefeller*

## Definition

Recognizing (market) opportunities; acting accordingly and taking risks when opportunity knocks.

## Possible areas to explore

- ▶ Involvement in and/or taking up initiatives or projects that involved risks.

## Questions

- ▶ Are you an entrepreneur? If the answer is “Yes”: Can you give me 3 examples over the past 4 years where you really have shown to be entrepreneurial? Let the candidate list the 3 examples. Then go into that situation that you like most.
- ▶ Are you an entrepreneur? If the answer is “No”: Why not? What is your definition of being an entrepreneur? Is this due to your own personality or the fact that there is no room for entrepreneurship within your organisation?
- ▶ Who do you regard as being a real entrepreneur? Why?
- ▶ What have you done to create new business opportunities, create new markets for your service or product? Choose examples where this involved certain risks.

**Remark:** When asking for more than one example, it is not necessary to go into detail on all of them. Let your candidate list the examples, then choose one you want to ‘elaborate’.



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