

HOW TO RECRUIT YOUR FIRST PROFESSIONAL MANAGER?

WHY DO YOU NEED A PROFESSIONAL MANAGER?

- Do not start the process of hiring a professional manager before you answer the following questions:
 - «do I really need a professional manager? Or
 - «why do I need a professional manager for?».
- You may need a professional manager, because
 - You are overloaded and need someone to hand-over some duties
 - You need professional know-how that you and your business do not possess
 - The experience and the network which will be brought by the new manager will be an asset for the business
 - You consider an expansion of the business

WHAT TO EXPECT FROM A PROFESSIONAL MANAGER?

- Support in running the daily business
- Improving the current performance of the business
- Bringing professional solutions for the current challenges of the business
- Improvement of the management system
- Establishing a new business line or department

THE DEGREE OF PROFESSIONALISM?

- You need professionalism in your first manager; but to some extent.
- Why not full professionalism?
 - Ultimate professionalism is not relevant for small businesses
 - Management and other systems are not ready for a corporate level professionalism
 - A small company should have a flexible but dynamic systems by its nature. Professionalism does not comply with it all the time.

DO NOT EXPECT EVERYTHING YOU DO FROM A PROFESSIONAL MANAGER!

- Professional managers generally come from bigger sized companies in which s(he) had responsibility for limited areas, for example
 - Production, purchase, accounting, sales, etc.
- A small company expects a wide range of competencies from a single unit manager
 - For example, a sales manager is expected to be competent in marketing, finance, purchasing etc. Because, that is what the owner does 😊
- Do not forget!
 - You should try to confine your expectations to a limited area of responsibility where you need specific know how and management support.

AN OVERQUALIFIED MANAGER IS NOT BETTER IF NOT WORSE!

- A manager coming from a bigger company (more than 2-3 times big) would have the talents/expertise which makes him/her unfit for a small company.
- The need for professionalism has some room in a small company but the system mainly goes through informal management patterns; at least until reaching a more developed and improved management philosophy.
- An overqualified manager would like to work with more professional staff than the small company possesses which is most probably not affordable by the company.

DEFINE THE JOB, RESPONSIBILITY, AUTHORITY AND ACCOUNTABILITY

- A professional manager is likely to require a solid job description that a small company is not accustomed to dealing with.
- A small business owner would like to have a proactive manager who would take care of every aspect of the business.
- A professional manager must be accountable and his performance should be checked with respect to the outputs of her/his area of responsibility.
- A more clear responsibility and authority framework, than the small company is used to, should be defined before the first professional manager becomes a part of the company.
- A complete job description should be elaborated by the owner before starting to search for a manager.

DEFINING THE PERFORMANCE INDICATORS

- A professional manager will cost more than the owner is used to pay. That's why a feasibility study is needed before hiring such staff. The performance expected from the professional manager should be clearly known for making a cost-benefit assessment.
- Performance indicators should be set forth and a control mechanism must be developed:
 - QUANTATIVE INDICATORS
 - QUALITATIVE INDICATORS
 - HOW WILL YOU ASSESS THE COSTS AND BENEFITS?

INTERVIEW

- Be precise what to ask
- Know what you expect from the manager
- Try to understand the assets the candidate possesses
- Is the past experience of the candidate relevant for your company's needs?
- Ask some questions and let him examine some cases to see if s(he) understands the business environment of your company
- You may ask him/her to prepare a development proposal for your business based on his/her professional perspective

INTERVIEW (Cont'd)

- Are the personal traits of the candidate appropriate for the company
- Prepare an evaluation matrix to compare the candidates.
 - A simple format is given here as a reference to be developed according to your needs.
- Always get back to the candidates interviewed and inform them about your decision.
- Keep all the documentation (cv's, notes, evaluation documents, etc.) for future use.

INTERVIEW (Cont'd)

Evaluation Matrix
example:

Fill such a matrix
for each candidate
interviewed in
line with the
notes taken
during the
interview.

ATTRIBUTES	SCORE	WEIGHT	WEIGHED SCORE
Past Experience			
Professional knowledge			
Ability to understand the company's needs			
Personal traits			
Communication			
Planning			
Other			
Potential to contribute to the specific management area			
Potential to contribute to the company in overall			
OVERALL SCORE			

INTERVIEW (Cont'd)

- While filling the matrix table:
 - Score is given between 1-10 (10 is the best value of evaluation)
 - Weight is the importance of the factor and it is between 1-5 (5 is the most important factor). It can be given the same weight point for different factors.
 - The total score is determined as the scores and the relative weights are multiplied and the weighed scores are summed up.
 - The candidates are evaluated with respect to their total scores.

ORIENTATION

- Before hiring the first professional manager design an orientation program for the following aims:
 - The manager should adapt himself to the company as fast as possible,
 - The manager should grasp the overall business environment in addition to her/his area of responsibility
 - The existing staff should get to know the "newcomer" which will be the first real manager after the owner
- Give some time for him to settle down in the company and try to be a facilitator during the orientation and for some time after the orientation