



ASLON CHRONICLE

Dedicated to bringing interesting global leadership trends focused on integrity and values to senior business executives .

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CEOs First 100 Days

A recent article from CEO Magazine states “the decisions new CEOs make during their first few months on the job have a decisive impact on whether they ultimately succeed or fail. The transition period is a time of opportunity, but also great vulnerability, especially when new leaders are expected to change their organizations in fundamental ways.” If the CEO is promoted from within there must be a transformation from relationship with former peers and they must consider the needs of the entire company, not just the divisions they previously represented. Likewise, if hired from the outside they must ramp up quickly to understand customers, markets, products and the organization structure and culture. The article goes on to identify eight fundamental principles that can create momentum and carry a new CEO beyond the transition period:

1. Negotiate your mandate
2. Leverage time before entry
3. Identify the critical alliances
4. Get the right team in place
5. Secure early wins
6. Lay the groundwork for effective communication
7. Shape your vision
8. Build and use a balanced advice network

“Getting the right help to navigate the unpredictable waters of organizational transformation may make all the difference.” These eight principles will substantially improve the new CEOs chances in the leadership journey.

For more of this article, visit www.chiefexecutive.net

If you have accomplished all that you have planned for yourself, you have not planned enough.

Edward Everett Hale

FACTUAL TRENDS IN A CHANGING WORLD

- Number of the 194 nations in the world that have had one or more female head of state since 1990 = 30
- Increment in compensation due to “height bias” between typical 6’ employees and 5’5” employees - \$5,525
- Number of gallons of gasoline UPS saved in 2007 by deploying delivery routing software that minimizes the number of left-hand turns its drivers make = 4 million
- Number of the world’s five most valuable companies in 2006 that were Chinese = 0
- Number in 2007 = 3
- Average waiting time for an airport rental car – 22 minutes
- Premium model automobile with the highest percentage of female owners = Volvo S40, 53%

CLIENT RELATIONSHIPS

If you do a good job for a client you might get a second chance but if you do a great job for a client the relationship could last a life time.

We have always conducted our business based on the premise that doing a good job will work as a catalyst to referrals. Approximately 90% of our business is from referrals and some of the contacts go back many years.

We are most thankful for the work we have conducted for Master Chemical Corporation. We were referred to them by a candidate we placed at Brush Wellman back in 1999 who went on to be promoted to their Chairman and CEO. He obtained a board position with Master Chemical and in 2004 recommended us to help them build a senior management team.

Master Chemical was a family run organization established in 1951 by Clyde A. Sluhan who founded the company "not simply as a business for the sake of making profit but as a company dedicated to the improvement of manufacturing productivity to benefit mankind with a higher standard of living at an ever lower cost. He believed that he was put on the earth not to pursue happiness, but to help others, and in the words of philosopher Leo Rosten, 'to have it make some difference that (he) lived at all.' Clyde A. Sluhan, who died in November 1997 lived his life to the fullest and served God and the industry with his entire being."

At that time they were making changes to their executive team and Joe Wright, who is married to the founder's daughter, had recently rejoined the company. They had hired some manufacturing consultants for advice who recommended they contact a search firm to find them a General Manager who would oversee sales, marketing and operations. They interviewed several firms and awarded the GM search to ASLON. Early on in the process we identified several very good prospects and eventually landed Steve as their new General Manager. Steve's responsibilities included infusing momentum and motivation into the organization and instilling a feeling of ownership in the employees. He was responsible for the overall design, implementation and continual improvement of the sales, marketing, manufacturing and supply chain process. Steve's previous experience was Vice President/General Manager of the Fastener Business Division of Danaher Corporation and before that he was the President, Camco Division at Emerson Electric Company.



We maintained our relationship with Joe and Steve and later that year Steve contacted us about our assistance on a General Manager they needed to hire in Europe. Through our contacts we were able to give them compensation, cultural and employment data. After further discussion Master Chemical decided that we would be the best firm to conduct the search and so we hired a research analyst in Prague who helped us identify candidates suitable to run a European operation. We conducted the interviews and traveled to Prague to meet the finalist candidates and negotiated the final contract. Four months later, Petr started as their European Business Director. Previously, Petr was the Country Manager and Sales Development Manager for Kimberly-Clark in the countries of the Czech Republic and Slovakia. Petr is a native of Czech, lives in Prague with his family and speaks several languages.

Master Chemical was on track with their vision of leadership and expansion and now needed someone to head up their Research & Development efforts. Once again we were contacted to see if we would be interested in conducting a search to find a leader who would continue their momentum of success with the ability to manage their technical organization worldwide and develop future generation products. We enlisted the help of our research analyst who identified potential candidates in the R&D field and within four months we placed Michael who took on the challenge of professionalizing the new product and technology development at Master Chemical. Previously, Michael was the Technical Manager of the Coating Additives Laboratory for CIBA Specialty Chemicals. Prior to CIBA, Michael was Technical Manager of the Chemical Process Industry at Exxon. He received his BS in Chemistry at Rutgers University and his Ph.D. in Organic Chemistry at Drexel University.

After making three executive placements at Master Chemical they decided it was time to find their Vice President of Human Resources. We happily agreed to take on the challenge to find someone to lead their Human Resources Departments both here and overseas. We again instructed our research analyst to find qualified HR people in specific industries and were able to identify James as their new VP of HR. James is working closely with the General Manager and will be responsible for developing, implementing, coordinating and maintaining policies and programs for the worldwide organization. He will create a vision for human resources and execute a strategic plan with new systems and a methodology that will effectuate change quickly yet without adding bureaucracy. James came from Spherion Corporation

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CLIENT RELATIONSHIPS CONTINUED

where he was Vice President of Recruitment Solutions & Operational Excellence and before that was Director, Corporate Human Resources at MetoKote Corporation. He received his Masters degree in Labor and HR, and his Bachelors of Business Administration from The Ohio State University.

Even with their VP HR in place, we were very pleased when Joe Wright contacted us earlier this year to conduct a search for a new board member. The story seems to have gone full circle as the board member who originally recommended us was leaving to take on a public Fortune 500 board position, so Master Chemical needed to find his replacement. This time the story was different though in that Master Chemical had grown significantly both here and internationally. Because we knew the company, the people and the culture so well it took

us no time at all to come up with highly qualified candidates to interview with the board selection committee. In less than 100 days we were able to identify Jim as their new board member. Jim is currently Group President, Building Components World-wide for ITW. During the process, Jim observed functional presentations by the senior management team and he remarked how impressive this executive team was.

Where our future search work with Master Chemical goes from here remains to be seen but the relationships we have developed with this company and the candidates we have met through the process will provide continued rich referrals for quite some time. We also know that the journey is well worth the outcome.

IGNORE GLOBAL EMERGING MARKETS AT YOUR PERIL

Speaking at the Executive Search Consulting Conference in New York recently, Andrew Walker, Joint President of the International Executive Search Federation (IESF), warned the audience of leading USA executive search professionals that it was essential to be connected to the Emerging Markets as that is where the multinationals are expanding their operations – for manufacturing to lower costs and in retail to tap the Emerging Middle Classes. If you are not connected into these markets then you are not meeting their clients talent needs at the very time they need them the most.

“With recession on your own doorstep in the US” Walker said, “now is the time to be investing in markets in the emerging nations. IESF took the view some years ago that opening offices with trusted partners in India, Russia, China, Chile, Brazil, The Caribbean, Eastern Europe for example, would enable us to serve our global clients better by being there, not just by email, or video conference, but by living, breathing and understanding what makes business happen. All our global partners are local. We are not alone in this view and it is interesting to note that the top 5 global largest search firms quoted by Search Consult are all Federations of Independent Search Houses, and all are strong in emerging markets. Compare this with the traditional big names of search that no longer provide real global coverage. Being the largest firm on the block isn’t however, the raison d’être. Being the best in providing global reach and local knowledge is! In the Emerging Markets that have become the challenging environment of today’s global management, whilst there are laws to abide by, there are complex cultural issues to be aware of, new codes of etiquette, barriers, no safe houses or comfort zones to hide in. In my view being really street smart outside your own comfort zone is the way to win such that:

You’re only as good as you are global
You’re only as global as you are local
You’re only as local as you are native
You’re only as native as you are an insider
You’re only an insider by being there!”



IESF partners are located in 44 countries and ninety cities around the world.
ASLON is the USA partner of IESF

The great thing in the world is not so much where we stand, as in what direction we are moving.

Oliver Wendell Holmes



ASLON Group

8401 Chagrin Road, Suite 20B
 Cleveland, OH 44023
 Phone: 440-543-0334
 Fax: 440-543-0314
 www.aslongroup.com

If your actions inspire others
 to dream more, learn more,
 do more and become more,
 you are a leader.

John Quincy Adams

Mission Statement

Our mission is to be the leading integrity-based retained search firm focused on identifying, assessing and delivering world class leaders.

GEN Y WOMEN: ARE THEY LIKE LIONS?

Perhaps it was inevitable and perhaps it is a sign of improving work conditions for women, but it appears that the recent domination of college campuses by women is spilling over into the workplace as young, college educated, female adults are now earning more than their male counterparts in many of the largest metro areas in the country.

... a study by Queens College demographer [Andy Beveridge](#) shows that all women from ages 21 to 30 living in New York City and working full-time made 117 percent of men's wages, or a median wage of \$35,653, and even more in Dallas, where the women made 120 percent of what the men made. Some of the other cities where young women earn more than men are Minneapolis, Chicago, and Boston.

Other than during times of war, broad cross sections of women have never earned more on average than their male counterparts in recent history. So why has the balance tipped? Demographers point to the higher college graduation rates for women as one reason and also point to more of those women working in major urban areas where there are diverse opportunities and less gender discrimination than in smaller cities and suburbs. Women also aren't marrying as young as they used to so they're able to focus more on their careers and therefore increase their earning power....

Steven Rothberg is reminded of the story of the why the lion is considered to be the king of the jungle. Almost all animals walk with either their heads *or* tails held high. The analogy is that they either consider themselves to be high and others low or they consider themselves to be low and others high. They cannot raise both themselves and those around them. But we consider the walk of lions to be majestic because they walk with their heads *and* tails held high. They seem to understand that they need not lower those around them in order to raise themselves up high.

The demographic story of women earning more than men is kind of like the issue with lions. Women aren't raising their earnings by lowering the earnings of men, but women are earning more than men in part because women's earnings are rising and in part because men's earnings are slipping. Fewer men are attending college and even fewer are graduating. More are dropping out of the education system to start their own businesses.

While that will likely pay dividends for many and perhaps most in the long-term, those of us who are entrepreneurs understand that the first years in a business are typically lean, so these young, male entrepreneurs are earning less now than they would be in corporate environments. So far, young women have not flocked to entrepreneurship like their less risk averse male counterparts. So, women are increasingly earning the large corporate salaries while their male peers are struggling to get their businesses off of the ground.

So where is this taking us? Over time, expect to see large corporations increasingly dominated by women and small organizations increasingly dominated by men. As is normally the case with demographic shifts, there are many reasons for the shifts and some of those reasons are obvious, some are subtle, and some don't become known for years until we have the benefit of 20-20 hindsight.

Excerpts taken from Recruiting Trends article by Steven Rothberg, October 23, 2007