

# The CMO's Guide to Hiring Marketing Stars

How to Attract, Evaluate and Hire  
the "1% Players" in the Marketing World

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## **This Little eBook can Change the Trajectory of Your Career!**

Here's why, there are literally thousands of brilliant, passionate and innovative marketers running around this planet. You are probably one of them!

Your intellect, creativity and desire to change the game when it comes to marketing have great value in the marketplace. But frankly, that value has a very specific financial limit attached to it.

### ***What do I mean?***

There are hundreds, if not thousands of people who possess the raw intellect of a Mark Zuckerberg, a Richard Branson or even the late Steve Jobs for that matter.

As a professional recruiter, I can tell you that I have met a virtual army of brilliant executives.

In the marketing world, professionals with impressive CVs and Ivy League educational credentials are as common as fruit flies.

Being smart in the marketing field is nothing more than the price of entry.

I assure you, every senior executive we interview for a top marketing position is not only competent and credentialed; they are without question, "really smart."

So what differentiates the marketing professionals who are "quite good" from those who we view as "rock stars?"

**Answer:** The ability to identify, attract, hire, retain and inspire a core group of super-talented/truly innovative marketers to their team. Marketers who have the power to virtually disrupt an industry. Marketers who are able to elevate their game and work together UNDER YOUR PARTICULAR LEADERSHIP STYLE to solve complex marketing challenges that YOU have identified, articulated and defined.

The leadership skill and vision to strategically build and inspire a team like this is the difference between being a rank-and-file CMO and one who is that rarefied breed of professional who is on every recruiter's "short list" when it comes to the high-stakes, equity-rich "Game of Thrones" that is taking place even as you read this eBook.

## Perspective

After decades in the marketing recruitment field, and after conducting literally thousands of hours of interviews and consulting sessions with senior level marketing leaders and entrepreneurs, it has become clear that the **hiring process** is one of the most daunting challenges marketing leaders face as they attempt prosper in this rapidly changing marketing landscape.

From social media and curated content creation to programmatic advertising, personalization, contextual messaging, big data and cross-channel customer experience, the skill sets you need on your team NOW are not only hard to find but are increasingly complex to define and evaluate.

Yet as a marketing leader, you simply cannot deliver effective results for your organization unless you can successfully attract the kind of professionals who can consistently create and deliver relevant brand-building streams of communications to the highest value consumers.

Given this fact, it should come as no surprise that many of our largest and most sophisticated clients tell us the single most difficult barrier to growth today is not the lack of business opportunity but rather the lack of talented people to respond to the rapid and dynamic changes in the way consumers want to engage with brands.

At the root of the problem, is the law of supply and demand, which has given rise to a worldwide scramble for a limited talent pool of next-generation marketing stars. Senior marketing leaders who seek to “compete for the future” must first successfully compete for the small number of skilled, innovative and passionate professionals who can understand and respond to an ongoing series of complex behavioral shifts on the part of the consumer.

When it comes to the importance of hiring top talent, a quote that appeared in an article written for *Strategies & Business*, a Booz-Allen publication, is especially insightful. The author observes:

*“Products can be copied, technology and training can be duplicated... No one however can match highly charged, motivated people who care... They are the repository of much of the knowledge that makes a firm competitive...”*

It is noteworthy that nearly every corporate mission statements contain words similar to these; **“People are our most valuable asset.”**

Few executives would disagree with the proposition that people are the magic ingredients that make a company competitive and unique. Yet ironically, as important as people are to the company mission and brand, it is the rare marketing leader who puts as much energy and strategic rigor into their approach to hiring and team building, as they put into evaluating a technology platform, mobile app, or marketing plan.

Beyond being a genius that changed the world, Steve Jobs was a master team builder who had a clear goal when it came to recruiting talent at Apple. He said:

*“My model for business is The Beatles. They balance each other and the total was greater than the sum of the parts. Great things in business are never done by one person, they’re done by a team of people.”*

The fact that you are reading this booklet demonstrates that you clearly recognize the need to hire well. But, in order to *hire well*, you must *interview well*, and good interviews always start with an effective recruitment strategy and plan.

The steps required to develop a powerful recruitment plan is the primary focus of *The CMO’s Guide to Hiring Marketing Stars*.

Here is what will be covered:

- ✓ Why traditional **“position specifications”** no longer work
- ✓ Why you must have a ***killer interview strategy to engage the “1% Players”***
- ✓ **Compare and Contrast:** How to separate the merely “good” from the truly “great”
- ✓ Why **traditional reference checks are useless** and what to do to avoid this trap
- ✓ Minimizing the dreaded and inevitable **“counter offer”**
- ✓ **Getting your top candidate** before the competition beats you to the punch

## The Traditional “Position Specification” ... Why Yours Doesn’t Work as Well as Intended

Imagine your reaction to a brand manager who came to you with the big idea to move the nutritional ingredients panel from the side of your product packaging to the front of the box! How long would this brand manager last on your team?



Well, this is what managers and/or HR Directors effectively do every time they write and circulate a traditional position specification intended to attract a world-class executive. The simple act of enumerating a boring laundry list of desired skills and requirements and then expecting to attract the rarefied **1% player** is a tactic that only works in the land of “wishful thinkers.” If your goal is to attract and entice star-quality marketing candidates in the real world, you need to craft an engaging, creative and strategically compelling picture of the position, the team, the advancement track and most importantly, *YOUR* vision for the role.

This document must RESONATE with the values and vision of the most rare of marketing practitioners. It must scream, *“This is the opportunity I have been working hard toward and building my skills for. I am anxious to meet the person who envisioned this opportunity.”*

As a team of professional recruiters whose livelihood depends on attracting star-quality marketers, we have completely rejected the traditional position specification in favor of what we call a **“Talent Prospectus.”**

This is a document that is written from **the CANDIDATE’S perspective**. It is strategically designed to articulate the value proposition for the position/opportunity that goes well beyond the promise of basic employment.

So what are the key components of a Talent Prospectus?

First, a Talent Prospectus (as opposed to a common/traditional job description) is a powerful, selling document. Ideally, it is strategically and creatively crafted to attract the very best, most highly skilled and innovation-driven marketing candidates.

Beyond merely describing the position, the Talent Prospectus should serve as the strategic blueprint for the candidate evaluation process. It must articulate a clear and accurate set of skill set checkpoints for all stakeholders on the candidate evaluation team.

Finally, and most critically, it should serve as a passionate and credible statement of corporate commitment to the importance of the specific marketing role, function and initiative within your organization.

The key ingredients of a Talent Prospectus will ideally include a detailed description of the:

- ✓ Overall **charter/mission** of the position
- ✓ Skill sets required to successfully do the job **today**
- ✓ Skill sets that will be valued/required well **into the future**
- ✓ **Cultural environment and unique “spirit”** of the organization
- ✓ Appreciation for the **marketing function** and the **career track** for the position
- ✓ **Compelling reasons** this is an outstanding opportunity

It should go on to define the position in the context of the overall long-term mission and brand promise of the company. It should specify reporting relationships, experience and managerial responsibilities. It must describe the vision of the senior management team, and articulate the organization’s unique point of difference within the marketing ecosystem in which it competes.

An effective Talent Prospectus will ideally build consensus for the role the selected marketing executive will play at every level of your organization, and demonstrate alignment with the broader mission of the firm.

Think of this as the “What’s in it for me?” section of the document.

The Talent Prospectus should also form the basis of your team’s *interview strategy*.

## The Interview Strategy

How often have you heard the term “interview strategy” used in your organization? We suspect not too often. Most hiring managers simply don’t view interviewing as a strategic endeavor. They cling to the antiquated and dangerous belief that “interviewing” is at best a “tactic” and that people they hire are lucky to have a job in their group.

Oh, what a rude awakening these executives will have when they are on the other side of the hiring coin!

Today the interviewing and recruiting process is perhaps the most important strategic skills that an executive can master. The ability to build a “Navy Seal” quality marketing team is a skill that has significant / quantifiable personal financial value in today’s executive marketplace.

Those of us who make our living recruiting the coveted “1%” candidates for leadership roles always approach the recruitment process with a well-planned and highly targeted strategy. Our success depends upon consistently securing the one best available person for the most critical marketing assignments. Likewise, your professional and financial success as a marketing leader is inextricably tied to your ability to evaluate and attract people who can “make a transformative” difference in your competitive marketing set.

**Conclusion:** Never approach interviewing in a casual manner.

So how do you develop and execute an *effective* interview strategy, one that will give you and your team an advantage when it comes to competing for the top marketing performers in your industry?

Follow this 3-step plan.

1. **Collaborative Imaging:** We advise our clients to collectively form a detailed vision of what the successful person will accomplish in the first 12 and 36 months of their tenure.

Once this metric for success is agreed to and internalized by the group, go on to form a picture of both the professional as well as human traits needed to achieve this high-performance/metrics based result.

By investing the time and intellectual effort to form a shared image of the professional skill sets and traits needed to fulfill the mission of the marketing role, a vivid mosaic begins to emerge which forms a clear, logical and unambiguous picture of the ideal candidate.

When it comes time to agreeing on your top candidate selection, this up-front collaborative imaging exercise will really pay big dividends.

2. **Formulating the Recruiting Plan:** The next step in the process is to formulate the overarching Recruitment Plan. Simply stated, this is the step-by-step road map required to identify, attract and hire the one person who most closely matches the profile of the candidate envisioned in the Collaborative Imaging stage of this 3-step process. This may seem obvious but it is quite challenging to actually do.

To formulate an effective Recruitment Plan, you and your team need to consider issues like the ones described below:

- ✓ Where is this person ideally working today? (i.e. – Who are the best-in-class companies in our industry?)
- ✓ How much money is this person most likely making?
- ✓ What title do they probably hold?
- ✓ What is better about our opportunity than the one the ideal executive is (likely) currently in?
- ✓ In what way is our executive career path management process better than the one the ideal candidate will typically be on in their current company?

With well-considered answers to the kind of questions listed above, you and your team are in a strong position to confidently perform a preliminary assessment of the initial wave of candidate resumes that your HR department has surface for the defined position.

Before you actually meet face-to-face with candidates however, it is essential to formulate and commit to an effective Interview Strategy.

**3. The Interview Strategy:** Here is a small sample of the basic issues you should collectively agree to before moving to the in-person interview phase.

- ✓ What questions will we ask during the interview?
- ✓ Who on our team will ask which questions?
- ✓ What case study examples will we be asking candidates to provide?
- ✓ Who on our team will challenge candidate case study examples?
- ✓ Who on the team will assess factors like passion and cultural fit?

As you develop the framework of an interview strategy, the next step is to actually execute this strategy from end to end. No shortcuts, no getting lazy, no “saving time.” Why? Because if you elect to skip the strategic up-front work and hire the wrong person, the “time you save” will undoubtedly be significantly eclipsed by the time, effort and resources you surely will expend to get this person OFF your team!

To summarize, an interview should never be a “casual conversation.” When executed correctly, the interview process is a targeted, highly focused and logically directed exchange of information designed to:

- ✓ **Demonstrate** key areas of real-world achievement and success
- ✓ Surface real-life **success stories and relevant case studies**
- ✓ Uncover **skill set gaps and leadership weakness**
- ✓ Pinpoint consistent **patterns of both personal and team accomplishment**
- ✓ Determine the candidate’s **level of passion, drive, tenacity and “grit”**
- ✓ Reveal the candidate’s level of **integrity and character**

Managers and teams who are able to consistently achieve this level of candidate insight during the interview process are able to do so because they have taken the time to develop a rigorous, disciplined line of questions that are precisely formed, and build upon one another in a manner that is revealing, insightful and instructive.

An example of a typical line of questions is contained in the **next section** of this guide.

## A Revealing Line of Questions

When crafting a line of questions, it is essential that you think like a detective. The initial meeting with the candidate should be used to determine if the person sitting in front of you is “a person of interest” or not.

This determination is arrived at by skillfully gathering evidence that demonstrates a person’s strengths and actual accomplishments as a brand marketer. During this session, the interviewer must stay focused and disciplined enough to gather evidence of real world accomplishments, which illustrate how the candidate achieved breakthrough marketing results for clients and brands in the past.

When executed well, each question will build upon the one preceding it.

Remember, it is simply not enough to learn that a candidate considers himself or herself a “results-oriented marketer.” You must dig deeper. Challenge the candidate’s self-stated claim by asking them to provide verifiable examples of complex marketing problems they have actually solved in the past. This can generally be achieved by asking the person being interviewed to relate a non-confidential case study or two that demonstrates their expertise in some specific aspect of integrated marketing.

Presumably, if a person cannot describe and defend a multichannel marketing solution they devised in the past, they are unlikely to be able to do so in the future.

As you pursue your pre-planned *line of questions* with each candidate, it is important that you and your team challenge the person’s conclusions and subtly “pressure-test” their strategic approach to the stated marketing objective.

Remember, candidates who lack the intellectual horsepower and integrity to defend their own work simply to please the interviewer will probably lack the character to assume a leadership role within your organization.

When this type of rigorous interview is completed, the gathered evidence should ideally build a case for the candidate’s level of excellence as a marketer, or conclusively eliminate them from consideration.

In the upcoming section of this handbook, we will describe a simple yet highly effective candidate evaluation method that helps drive clarity and builds consensus around **narrowing down the finalist candidate slate.**

## Separating the “Good” from the “Great”

One of the most difficult challenges an organization has to grapple with in the candidate evaluation process is narrowing down the field to the top three or four “finalists.”

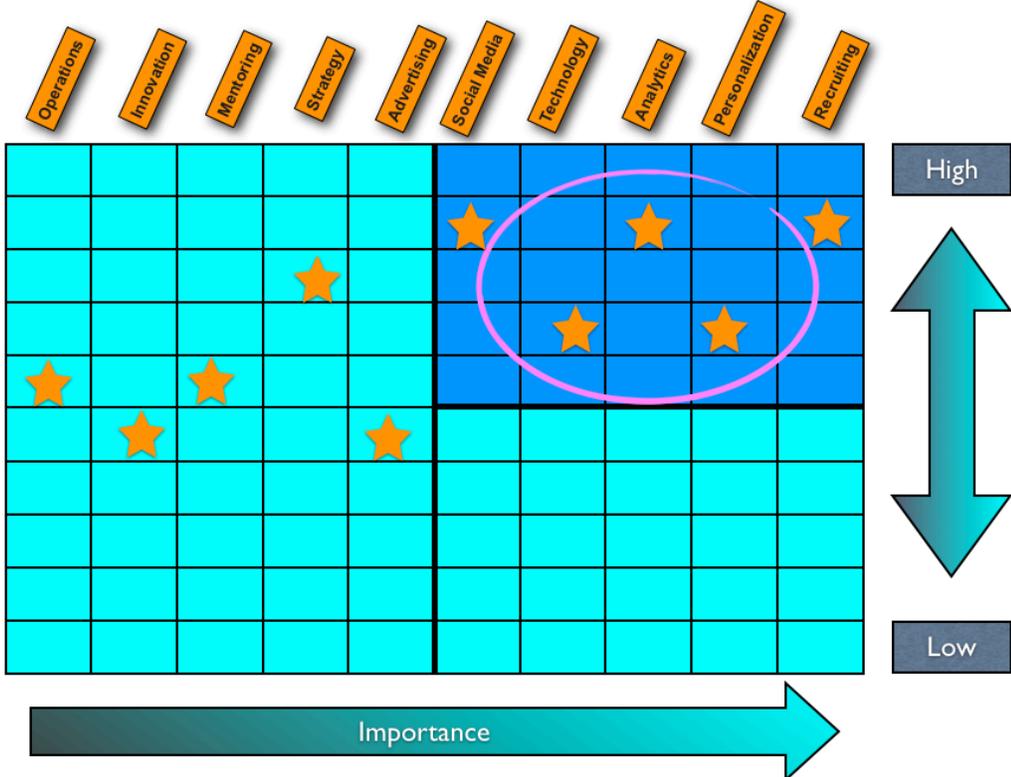
In the marketing field this is especially difficult because virtually every marketing executive at the senior level has an impressive story to tell. To make matters more challenging, they all tell the story both convincingly and with passion. However, this does NOT mean that a marketing candidate’s self-stated list of accomplishments is 100% accurate. It also does not mean the success of the brand is a direct result of their vision or their ability to develop and execute a dynamic marketing plan. As the saying goes; “Success has many fathers, but failure is an orphan.”

The plain truth is that interviewing is a complex art form. And, the higher up a candidate is in the marketing food-chain, the more complex and challenging accurate candidate assessment becomes. The myriad of complexities surrounding human interaction is well documented. As much as we would like to believe otherwise, “human capital” resists quantification and measurable scientific analysis.

That notwithstanding, at some point in the course of the candidate evaluation journey, you MUST determine who is “in” and who is “out” of the running. And in the highly competitive and fast-moving talent marketplace, you need make this high-stakes determination quickly and accurately.

Here is a proven method that you and your team can use to help separate the “good” candidates from the “great” ones on a more consistent and accurate basis.

Create a customized “scorecard” to record your real time reaction to candidate answers to questions that you ask during the interview. Here is an example of a typical “scorecard” that can be used to separate the “good” candidates from the “great” candidates, and drive consensus for which of the finalists will emerge as the agreed upon top choice of the team.



In order to use this scorecard effectively, it is important for you and your team to review your initial Talent Prospectus and use it as a strategic road map to isolate the top skill sets that you have collectively identified as being critical to the success of a candidate being considered for a senior-level position in your group.

List each individual skill set across the top of the scorecard according to its relative importance to the position. In this example, the top five skills appear at the extreme right-hand side of the grid. A “High/Low” scale on the right side of the chart signifies the level of strength the candidate has in each critical skill set area based upon their responses to the “probative line of questions” that are asked by the interview committee. To further enhance the value and accuracy of this scoring tool, the interviewer’s assessment of the quality and relevance of candidate case studies, should be included in the scoring calculation. As a practical matter, the interviewer(s) should record their subjective “scores” for candidate responses during the actual interview.

Soon after a complete round of interviews is concluded, meet as a team to collectively **compare and contrast** candidates based on these simple scorecards. Consider only those candidates whose scores cluster at or near the upper right-hand quadrant of the chart.

Upon completion of this important and revealing analytical process, it becomes clear very quickly, which candidates “make the final cut.”

Of course, this technique only works if you have crafted your Talent Prospectus in a manner that identifies and lists the critical skill sets for success in the first place!

When it comes to the candidate evaluation process, the value of collaborative, thoughtful, and disciplined up-front preparation cannot be overstated. Remember, there are no “short cuts” when it comes to building and executing an effective interview/candidate evaluation strategy. Time, strategic thinking and careful preparation of both the Talent Prospectus and the line of questions is essential.

Now assuming you have done everything right up to this point, and you have successfully narrowed the field down to the top candidate, it’s time to validate your choice by checking references, right? **NOT QUITE!**

It is important to understand that better than 75% of all references that candidates provide to a prospective employer are essentially “staged.” This is not to say that the references are fabricated. Simply stated, these references are “strongly predisposed” to provide a favorable view of the candidate. Let’s face it, how many times have you found a reference to be critical of the candidate?

Making an important hiring decision based on the testimony of these “soft/staged” references is a grave mistake that is typically made by inexperienced hiring managers who seek comfort in their candidate selection decision.

The good news is that even “staged” references can be very useful if you think more pragmatically about the purpose/potential value of a reference check in the first place.

Beyond verifying a candidate’s employment history, a reference check is most valuable when it’s used to reveal the candidate’s professional approach, working style, level of innovation and sheer drive to attain great marketing results. This insight allows you to understand how to best motivate/manage the executive once they are on your team.

Think of the professional athlete who has dazzling natural skills and talents but fails to perform on one team, only to be traded to another team and emerge as a superstar.

Was it the change of venue? Doubtful.

More times than not, this success can be traced to a gifted coach or General Manager

took the time to understand the unique strengths and weaknesses of a particular athlete, and use this insight to build on the strengths and diminish (or even eliminate) the weaknesses of a star-quality athlete.

Great managers have always had the ability to use their unique insight to get the best performance out of an athlete who possesses the raw talent and skills to perform at the highest levels.

When executed well, every reference check has the potential to be a powerful management tool for the hiring manager, because it represents a one-time/tailor-made opportunity to gain unique insight into the executive's strengths and weakness, before they join your team.

The upcoming section of this eBook will help you **check references like a pro.**

## The Most Useful Reference Check You'll Ever Make

Before you execute a reference check, it is important to revisit the Talent Prospectus, to reinforce in your mind, the top skill sets that are critical to the success of the marketing executive that you are hiring.

In collaboration with your team, craft a precise and disciplined line of questions (to ask the reference this time) that reveals how these critical skill sets have been leveraged by the marketing executive in past positions.

Formulate questions that have the potential to uncover areas for improvement, and surface success stories. Also probe for clues about an individual's professional passion, drive and tenacity.

For example: Here is a simple line of questions that you might ask a reference that can reveal **professional character and resiliency**:

- ✓ Did this person suffer any significant professional setbacks while on your team?
- ✓ How did he or she react to these setbacks and professional challenges?
- ✓ Did the person bounce back from the setback, refine the solution and make mid-course corrections in their approach to the marketing challenge until success was achieved? (Remember to ask for an actual example of this success)
- ✓ Did this individual effectively and generously mentor people within the marketing group?
- ✓ Was the person a team player?
- ✓ What role did this person play on the team? (e.g.- individual star, offers assistance to other team members, a deep specialist in specific areas, a utility player who dives in where needed, a closer of new business, etc.)

Asking precisely-crafted questions during the reference checking process, and pressing for SPECIFIC EXAMPLES that support the responses of the person providing the reference, will give you a decided advantage when it comes to managing the selected candidate once they are on your team. The insight gained during this exercise will also enable you to help the selected candidate reach their potential within your group.

## The Dreaded (and inevitable) Counter Offer

Once reference checks are completed and reviewed, it's time to close the deal with the top candidate. At this stage there are just three delicate issues to be managed before the person joins your team: "compensation," "benefits" and "**COUNTER OFFERS!**"

Compensation and benefits can be negotiated. But, as most experienced hiring managers will attest, 11<sup>th</sup> hour counter offers have the nasty habit of blowing up deals.

Savvy hiring executives anticipate and manage the issue of counter offers effectively at every stage of the hiring process.

While the subject of managing counter offers can easily be the focus of an entire booklet, the big take-away when it comes to counter offers is this; successful hiring managers proactively diffuse the impact of counter offers by discussing the conditions under which a counter offer will be accepted by the candidate, in advance of the actual/official offer being extended.

An additional way to lessen the effect of counter offers is to involve the candidate in the hiring process in unusual but meaningful ways. For example, ask the finalist candidate to actively participate in the crafting of his or her own vision for the position. Ask them to build a 90 day action plan. By requesting the top candidate to *write their own position description for the role*, including *METRICS FOR SUCCESS*, prior to making the official offer, you go a long way toward establishing commitment, resolve and desire of the candidate to be part of your team.

Yet another way to reinforce the commitment of the candidate(s) would be to ask them to suggest a potential departmental staffing plan.

Whatever approach you choose to take, the idea is to treat this person as an important part of the management team *before* they join the firm; it sends the right signal and increases your batting average when it comes to securing the rare 1% players in the fiercely competitive integrated marketing talent game.

**Bottom line:** Creatively involving a high-value marketing candidate at key stages in the hiring process will pay big dividends when it comes time for the candidate to give their current employer notice of resignation.

Assuming you have successfully navigated the complex and often times daunting task of; recruiting the candidates, executing the interviews and evaluating the reference checks, it is now time to extend the offer and hopefully close the deal with your top candidate.

Here are three proven rules when it comes to hiring a senior marketing professional.

## Getting your Top Candidate

1. **Don't play salary negotiation games with your top candidate-** The traditional wisdom of starting salary negotiations with a low offer on the theory that you can always sweeten the deal later in the process, is a really bad strategy.

In the current marketing world, the 1% players are in extremely high demand for a reason; there are far more marketing jobs than professionals with 21st century marketing skills to go around. Playing compensation games with a top marketing candidate not only sends the wrong message about you and your management style; it is a potentially fatal turn-off that can often stop the deal in its tracks permanently.

**Solution:** Go with your “best and final offer” right out of the box. Assume you will not get a second chance with the candidate.

2. **Think of bumps in the offer negotiation process, as an opportunity to collaborate on a challenging problem** - Approaching employment offer negotiations in an adversarial/ command and control manner is a losing strategy. When it comes to hiring top marketing talent, you would do well to remember that until the selected candidate accepts your offer, they remain an independent, high-value free agent.

**Solution:** When a barrier to an employment deal is encountered, do not display disappointment or worse, frustration. Empathy for the candidate's concerns is what's required in these cases. Put yourself in the candidate's shoes; operate in a spirit of partnership, solve the problem together. Ask the candidate tell you how they would resolve the problem if they were the hiring manager. Taking this approach will produce a lot more “acceptances” from top marketing candidates who have no shortage of opportunities to consider.

3. **Avoid crafting offers of employment which contain conditions that will almost certainly require the candidate to hire an attorney –**

Senior level candidates generally expect some form of employment agreement, however, the more restrictive and complex the agreement, the more likely the candidate will feel compelled to hire an attorney to negotiate the terms.

The problem that arises in most cases is that even the most sophisticated candidates do not have an “employment attorney” that they deal with on an ongoing basis. Consequently, they tend to use their family attorney to review the employment contract. This presents an especially tricky scenario for you. Why? Because experienced and highly specialized employment attorneys are considerably less adversarial in their approach because they know what is “standard” and what is “out of the ordinary” when it comes to employment contracts.

Employment attorneys understand the candidate's concerns and motivations for taking the job. They tend to guide their clients through difficult aspects of the employment contract (non-compete stipulations, severance, equity distributions, etc.) and diffuse concerns before they become emotional deal breakers.

Now when all is said and done, hiring for a key position comes down to some basic "human issues."

Admittedly, key indicators like; experience, corporate pedigree and impressive educational credentials are important when it comes to hiring, but these factors when considered in isolation are quite often wrong. The halls of corporate America are over-represented by people who have the "right resume" but the wrong "fit" for the team.

So what is the "litmus test" for that all-important thing we call "fit"?

A traditional indicator of "fit" consists of two basic factors:

- ✓ Is the candidate great for the company?
- ✓ Is the candidate great for the team?

While certainly important, these two indicators alone fail to take into account the single most important factor when it comes to hiring:

- ✓ Is the candidate great for YOUR unique management style/temperament?

The last indicator should hold the greatest weight for hiring managers for one simple reason; people do not work for companies and teams, *they work for leaders*.

That said the "fit" must be calibrated on this factor first and foremost, before a decision to extend the offer is made.

Here are five basic questions that smart hiring managers should ask themselves to determine if a "great" candidate is "great for YOUR leadership and management style."

1. Do I **enjoy** this person and view my time with them as well spent?
2. Do our ideas **resonate** and raise our strategic and creative thought process?
3. Do we have **great energy**, enthusiasm and passion for doing big things?
4. Does this person have the **intellectual horsepower** to raise my game as a leader?
5. Do similar professional **challenges and goals** excite us?

## Final Thoughts

Thank you for investing the time to review some of the hiring concepts contained in this ebooklet. We hope it will help you recruit and evaluate star-quality marketers for your team.

The Troyanos Group is enthusiastic and passionate about the role we play on behalf of our clients in the ongoing war for marketing talent, and we would be delighted to play a role in your hiring success.

If you and or anyone in your group would like to talk to us about how we can help you develop a more effective interview strategy, better reference checking approach or personal leadership “litmus test” for important hires, we would be very happy to do so.

Alternatively, if you would like to find out how The Troyanos Group can partner with you on your next important executive recruitment initiative, we would be delighted to meet with you and/or your leadership group to discuss our strategic recruiting approach, rigorous candidate evaluation process, aggressive candidate presentation time-line and innovative fee model.

Since we opened our doors over 17 years ago, we have completed over 96% of all searches for which we have been retained.

Our mission has always been simple; ***“Take the Risk out of Recruiting”*** for our clients. We would welcome the opportunity to meet with you to discuss how we can partner with you on your next important marketing hire.

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