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EXECUTIVE SEARCH

Candidate Pre-Work Assignment Questionnaire

(Responses may be presented in Confidence to Client Interviewing Team)

Executive Opportunity: **Industrial Business Director – Specialty Chemicals**

Introduction:

You are one of a select group of candidates who will receive this information. We are very interested in continuing our discussion of this position and in having the opportunity to interview you again in more detail.

The next step in the process is for you to review this information and determine your level of interest in moving forward on this project. This questionnaire has been provided at our Client's request. If your interest level is high, we will need your comprehensive written responses to the attached questions relevant to this position.

Please incorporate and forward your responses as an updated Word attachment to:

Tina Damron TMDamron@sanfordrose.com

Thank you for your thoughtful consideration of this opportunity.

Candidate's Name: _____

Date: _____

Candidate Questions:

1. Describe your involvement in the preparation and implementation of **Business Plans and Strategic Plans**.
2. For **Annual Business Plans** you have developed, what has been your approach to gain clarity, understanding of responsibilities, accountability and to insure the plan goals and milestones are met?
3. On a 1 to 10 scale, with 10 signifying results that "far exceeded expectations and plan goals", **how would you and your direct Manager/Supervisor rate the success of your most recent Annual Business Plan?** What was the business outcome and what could you have done differently to further improve the outcome?
4. Briefly discuss your **people-management roles** – number and make-up of your direct and indirect reports; hiring, coaching, succession planning, personnel development and/or initiatives you took to develop competency, performance and innovation.
5. For **cross-functional business teams or projects you have led**, what business functions were represented? Which did you find the most challenging to work with and why?

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6. From your Business Management **experience**, what has been the most significant revenue generating **Business Development success** to which you have directly contributed? What was your role, the business objective, obstacles, actions taken and the final financial and business result?
7. One of the key elements of this role is a **solid understanding and use standard financial statements and measures to effectively lead a business. Examples: Income Statement, Balance Sheet, Cash Flow, Trade Working Capital and Return on Capital Employed and EBITDA.** What can you tell us about your work experience and background to demonstrate your qualifications and competency in this area?
8. Describe the type and scope of **P&L accountability** you have had in your business leadership roles?
9. Which **products, services and end-use market segments** are you most familiar?
10. How would your **current and previous managers** describe your:
 - Leadership style
 - Teamwork and collaboration
 - Critical thinking ability
 - Overall Financial acumen
 - Performance Management

(Please comment on each separately)

11. What words would your **direct reports** use to describe your:
 - Communications style
 - Reliability
 - Organization and planning skills
 - Customer interface skills
 - Commitment to continuous improvement

(Please comment on each separately)

Candidate Self-Rating Matrix:

Please provide us a profile of your understanding and direct work experiences in the following areas by rating yourself on a “1” to “5” scale.



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Indicate with a “1” for minimal understanding and show increasing experience up to a “5” for an expert level of understanding and/or extensive work experience. Be conservative in your self-rating. Those candidates selected to go further in the process may be asked to explain their ratings especially those where you claim to have extensive expertise or experience. An exaggerated positive rating in one area could easily result in a loss of credibility for other areas.

(For areas without understanding or experience, please indicate a “0” rating.)

Business Processes & Methodologies		
Area of Skill, Knowledge or Experience	Understanding	Direct Work Experience
• Strategic Plan Development and Implementation		
• Annual Business Plan development and implementation(incl. budget, forecasts, P&L)		
• Pricing Management		
• Contract Management		
• Establish and monitor Sales Metrics		
• Value Chain Analysis		
• Voice of the customer		
• Market/Customer Segmentation Plan		
• Technology and Product Road Mapping		
• Competitive Analysis		
• Channel Analysis		
• Market Share Analysis		
• Market research, data gathering, analysis & identification of opportunities		
• New product/new technology launch plans		
• Marketing communications		
• Trade Show Management		
• Stage Gate Process Methodologies		
• Design of Experiments (DOE)		
• Six Sigma methodologies		
• Lean Manufacturing		
• Relevant Technologies/chemistries: a. Polyester b. Polyolefin c. EVA – ethylene vinyl acetate	a. b. c.	a. b. c.



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<ul style="list-style-type: none"> d. Polyurethane e. Solvent based systems f. Hot Melt Pressure sensitive adhesives 	<ul style="list-style-type: none"> d. e. f. 	<ul style="list-style-type: none"> d. e. f.
<ul style="list-style-type: none"> • Relevant End-use Markets: <ul style="list-style-type: none"> a. Transportation (Aircraft, rail, automotive, trucks, trailers, etc.) b. Food Packaging c. Assembly d. Building components e. Tape and Label 	<ul style="list-style-type: none"> a. b. c. d. e. 	<ul style="list-style-type: none"> a. b. c. d. e.
Cross-functional Work Experience		
	Direct Work Experience	Management Accountability
• Sales		
• Marketing		
• Manufacturing/Operations		
• R&D		
• Application Technical Service		
• Customer Service		
• Finance		
• Supply Chain Management		
• EH&S		
Computer/Software Proficiency		
	Direct Experience	
1. Word		
2. Outlook		
3. Excel		
4. PowerPoint		
5. Microsoft Project – or equivalent		
6. SAP		
7. CRM Systems such as: _____		
8. Others applicable to the Business Management function, such as:		
<ul style="list-style-type: none"> a. b. c. 	<ul style="list-style-type: none"> a. b. c. 	



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Thank you again, for your participation in this stage of our search process. We will look forward to receiving and reviewing your responses. A member of our team will be following up with you as quickly as possible.

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