



CANDIDATE'S NAME	
POSITION	PRESIDENT
DATE	
REVIEWER'S NAME	

The Score Card is used to determine a preliminary score for each candidate and their potential fit for the role.

- 1. Begin with a phone or video interview.
- 2. Complete this Scorecard using the data collected from the phone interview, resume, and completed Skill Survey.
- 3. Use the completed Scorecards to compare each candidate (on an apples-to-apples basis) to decide who moves on to the next step in the interview process.

SCORING KEY

- **3 = Excellent** | Proven experience, background, and past examples that are a strong fit for this role.
- **2 = Competent** | Experience, background, and examples that are a potential fit for this role.
- 1 = Below Average | Experience background and examples that could be a detriment to this role.

 Bonus = +1 | Exceptional experience or characteristics that go above and beyond the desired requirements for this role.

S	KILL SURVEY ANSWERS TO SCORE	SCORE
1.	Describe your previous experience in P&L management, whether for a full company or division.	
2.	Tell us about your most successful experience where you were personally responsible for building (or rebuilding) a strong, senior leadership team (number of people/functions/titles).	
3.	Provide an overview of your expertise, including years of experience in commercial (sales/marketing) roles related to the Biotech industry.	
4.	Describe your Merger & Acquisition and/or Joint Venture experience.	
5.	Describe your experience(s) working in an entrepreneurial role or environment. What do you like best about an entrepreneurial environment? What do you find most challenging?	
6.	Please summarize your global work experience. in which global regions was your company and/or your role the most active?	
7.	What is your comfort level rolling up your sleeves vs. leading from the office or boardroom? Which do you prefer and why?	
8.	Have you led an organization through significant growth or transformational change? If yes, what was the before and after revenue of this growth/change? What were the key organizational barriers to success?	
	SKILL SLIDVEY TOTAL SCODE	

ADDITIONAL CONSIDERATIONS	YES/NO/UNCERTAIN
Education Fit Is the candidate's formal education and training an asset to this role?	
Relocation Fit Does the candidate have minimal hurdles to relocation (home ownership, employed spouse, children in grade school, cost of living difference, etc.)?	
Motivation Fit How interested is the candidate? Will your opportunity compete with the candidate's current role, an upcoming promotion, possible counter offers, or other ongoing interviews with competitors?	
Compensation Fit Will we be able to offer a total compensation package that will motivate the candidate to make a change?	
Communication Fit Is the candidate a strong communicator who is easy to understand?	

For each candidate that moves forward, now is the time to start the reference check process (<u>www.outmatch.com</u>) background check process (<u>www.clearcheck.com</u>) and assessment process (<u>www.hogan.com</u>). Remember, the more data and information you can collect <u>earlier in the</u> interview process, the better - as this will make for much better interviews and hiring decisions.

ADDITIONAL REVIEW NOTES: