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The Science of Success

A Ropella recommended book to aid in your cultural assessment.

Market-based Management (MBM) Guiding Principles

Ropella worked with Koch Industries, through their venture capital arm Koch Genesis (initially when Koch invested in Nano Products (NP)) - a couple years before NP was acquired by PPG Industries.

When Koch acquired Georgia Pacific (GP) and Invista, Koch came back to Ropella and retained Ropella again to help GP with searches for 4 division VP's of Innovation & Product development, and a Director of Commercial Development & Marketing.

While conducting these searches in partnership with Koch and GP's leadership team, the book Science of Success was used to help assess candidates for GP's corporate cultural fit. Since the book was written by the founder of Koch (one of the world's largest privately held companies), Koch and GP wanted to be sure the new hires understood that the Market-Based Management Guiding Principles were going to be closely followed and so they wanted us to assess each candidate's cultural fit along the lines of the MBM Guiding Principles.

We developed the following outline to help us with this process.

Integrity = Conduct all affairs lawfully and with integrity

- Do complete and comprehensive reference and background-checks.
- Then also focus reference checks around past performance focusing on obeying the rules and demonstrating integrity.
- Ask some situational analysis questions to determine the candidate's level of integrity.
- In a situation like this...what would you do?

Compliance = Strive for 100% compliance, with 100% of employees fully complying 100% of the time. Ensure excellence in environmental, safety, and all other areas of compliance. Stop, think and ask.

- Ask some situational analysis questions to determine if person believes in compliance or bending the rules.
- In a situation like this...what would you do?

Value Creation = Create real long term value by the economic means. Understand, develop, and apply MBM to achieve superior results. Eliminate Waste.

- Give me the best example you can think of where you created long term value by economic means.
- What do you like most about what you have learned about the MBM Guiding principles?
- What makes you uncomfortable about what you have learned about the MBM Guiding principles?
- Give me the best example you can think of where you were directly responsible for eliminating waste?
- What processes or tools do you use to measure profitability?
- In a situation like this...what would you do?

Principled Entrepreneurship = Demonstrate the sense of urgency, discipline, accountability, judgment, initiative, economic and critical thinking skills, and risk-taking mentality necessary to generate the greatest contribution to the company.

- How do you create a sense of urgency in your role as a leader?
- How do you enforce discipline in your role as a leader?
- How do you instill accountability in your role as a leader?
- How do you know when your judgment is sound or not?
- How do you motivate initiative in your role as a leader?
- What makes you qualified to apply economic and critical thinking?
- How do you describe your willingness to be a risk taker?
- How do you create an environment where risk taking is encouraged in your role as a leader?
- Where answers were weak or fluffy – ask for real life, work case examples.
- What would you describe as your greatest career contribution to date?
- Now ask references (supervisors, peers, subordinates and customers) the same questions about the candidate and compare answers.
- In a situation like this...what would you do?

Customer Focus = Understand and develop relationships with customers to profitably anticipate and satisfy their needs.

- In a situation like this...what would you do?

Knowledge = Seek and use the best knowledge and proactively share your knowledge while embracing a challenging process. Measure profitability wherever practical.

- Beyond your classical educational foundation give me the best example you can think of where you have had to seek knowledge and learn quickly in order to perform a new project or in a new role?
- What processes or tools do you use to share your knowledge in your role as a leader?
- How do you harness your team's knowledge, expertise and creative energy?
- In a situation like this...what would you do?

Change = Embrace change. Envision what could be, challenge the status quo, and drive creative destruction.

- Do you prefer stable, slow growth environments or fast changing environments?
- Give me the best example you can think of where you personally cast a powerful and motivating vision in your role as a leader?
- Give me the best example you can think of where you had to challenge the status quo in your work or career?
- Give me the best example you can think of where you personally drove destruction of a set philosophy, a set policy, a product or market in need of change through your creative idea?
- In a situation like this...what would you do?

Humility = Practice humility and intellectual honesty.

Constantly seek to understand and constructively deal with reality to create real value of diversity. Encourage and practice teamwork.

- In a situation like this...what would you do?

Respect = Treat others with dignity, respect, honesty, and sensitivity. Appreciate the value of diversity. Encourage and practice teamwork.

- In a situation like this...what would you do?

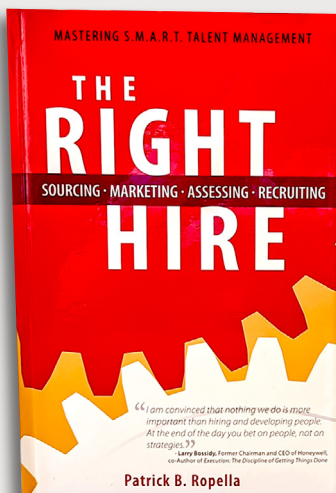
Fulfillment = Produce results that create value to realize your full potential and find fulfillment in your work.

- In a situation like this...what would you do?

DISCLAIMER

The bullet points under each MBM Guiding Principle are simply examples of what Ropella created used for the Georgia Pacific searches.

We typically customize the bullet points around a partnered client's culture/searches. You can do the same.



Patrick Ropella is founder & chairman of Ropella 360, an international executive search, leadership transformation, and corporate consulting firm. He authored the book and web-based training program, *The Right Hire – Mastering the Art of SMART Talent Management*.

Patrick has seen his content featured in many trade magazines, business publications, and industry journals, and he regularly speaks at webinars, career fairs, and conferences.

Purchase your own copy of *The Right Hire* by clicking this link!



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