

[A LETTER FROM VALERIE]

OMG—Overwhelmed Without Enough Resources!

Prioritizing HR Activities during this Modern Economic Recovery

Dear Friends:

With hiring experiencing its largest increase in over five years, it's understandable that HR leaders get so engrossed in urgent activities that they can't accomplish their other important goals. They end up disappointing everyone, including themselves, basically caught washing windows while the building's on fire. To make it worse, everyone's become an HR expert and is super vocal. There's nothing like getting raked over the coals at off-sites because reqs are still open or that new performance management system hasn't gone live when you are under-staffed, under-budgeted, and under-the-gun. As so many of our clients are undergoing huge (and hugely positive) changes right now, and many are looking for new HR leaders, finding themselves suddenly HR leader-less, or even worse, HR staff-less, here's a short list of what your company needs to focus on this spring from an HR standpoint.

1. **Reorganize.** Not downsize, but reorganize who does what and where it's done so that each person, group, division, got the idea, is better optimized. Pay special attention to what you can do offshore, and make sure that you're following my 15-minute head banging rule. This is, if you can't figure it out or get it done after 15 minutes, and you feel like banging your head against the wall, stop, drop, and pass the ball (or pass the buck). This can mean hiring engineers overseas if you can't compete for talent locally, outsourcing certain activities, setting up different groups to handle new products versus old, hiring non-recruiters to recruit, and separating out engineering from professional services.
2. **Fight the Battles.** As a former Marine officer buddy told me, you should fight the battles up front and save the arguing for over beer. If you can't hire or retain the employees you need because of cash compensation, title, or equity issues, bring in an outside compensation consultant with a reputation for straight talk to have it out with your CEO and board.
3. **Develop Sex Appeal.** There's a reason why Kim Kardashian has upgraded her boyfriends from third-rate rappers to football and basketball stars, and it's not just because she likes sports. These new guys extend her brand and her view of herself as a sexy, in-shape, glamorous entrepreneur. Your current, future, and gonna-be past employees feel the same way. If you can't make them feel that they and their careers are getting the Red Carpet treatment at your organization, get ready to lose them in droves. And by the way, now is the time to nail them to that carpet with a boatload of options.
4. **Put Butts in Seats.** Tough to do these days, but you've got to find the way to do the seemingly impossible and hire all the employees you need in order to get the job done. My best advice is to be creative, opportunistic, and flexible about whom you hire and at what level you hire, and to listen to your recruiters. Find out what's blocking them and fix it. Take a cue from some of the most respected organizations around, and have recruiting (or talent acquisition or whichever buzz word du jour you like)

report directly to the CEO for a while, with daily meetings so that s/he can hear firsthand what the problems are.

5. **Forget About Consensus.** It's sad how on a daily basis, I hear the same story about a hiring manager who somehow found the perfect candidate with all the right skills, highly desirous of accepting an offer, even in the right price range, only to have the hiring manager's peers interview the candidate and ding him or her based on some bogus, unrelated feedback, like "She had too much energy." Or "He didn't have enough energy." (real examples from this week—I don't make this up). As the hiring manager, you will be held accountable for your team's successes and failures. Convince your peers before the interviews to either buy-in to your hires or get them out of the way and stop dissing your candidates. If you can't do that, then you've got a bigger problem: you've lost respect and control. Remember: consensus means that you've listened to them and now you are making your own decision, not that you give away your hiring manager superpowers to others.

6. **The Urge to Merge.** Yes, you will most likely get caught up in M&A mania this year, probably on both sides of the equation. Remember that most of these won't be successful, and that selling for bragging rights is a hollow victory. Treat all prospective purchases like you'd treat any other investment: don't get attached, don't get caught up, and figure out who's going to walk the dog every day and feed it before taking it home.

If you'd like to hear more ideas about HR and management during the boom times, come join me in Washington, DC at the BioHR conference in June, in San Francisco at the HR Star conference in July, or in Los Angeles at the PIHRA conference in September. See below for a full list of upcoming conferences and to learn more about us.

This month, I'd like to thank Dora Lee of Novartis for her referrals. Thanks, Dora!

Take care,

P.S. For the latest information on VF&Co's searches, events and news, follow us on Twitter, network with us on LinkedIn, and Like us on Facebook.

HR Professional Development Events

*Valerie Frederickson will be speaking at these events

Human Assets Expansion Middle East Annual Summit

May 23–25, 2011 — The Ritz–Carlton, Dubai International Financial Centre, Dubai, UAE

Future of Leadership Development

May 25–26, 2011 — Barcelona, Spain

The Economist Talent Management Summit 2011

June 9, 2011 — The Dorchester, London, UK

International HR Leaders Summit 2011

June 22, 2011 — Hilton Kensington Hotel, London, UK

BioHR 2011 Annual Conference*

June 26–28, 2011 — Renaissance Hotel, Washington D.C.

Valerie will be presenting on Corporate Life Cycles and how HR can best lead at each phase.

HR Star San Francisco*

July 13, 2011 — South San Francisco Conference Center, San Francisco, CA

Private Who's Who networking luncheon with a hot panel of startup HR executives discussing the best way to manage crazy growth.

HR Summit 2011

May 10–11, 2011 — Shangri-La Hotel, Kowloon, Hong Kong

May 26–27, 2011 — Marina Bay Sands, Singapore

July 27–28, 2011 — Rendezvous Hotel, Melbourne, Australia

October 5–6, 2011 — Stamford Plaza, Brisbane, Australia

PIHRA 2011 Annual Conference*

August 29–31, 2011 — Anaheim Convention Center, Anaheim, CA

Valerie will be presenting on Corporate Life Cycles and how HR can best lead at each phase.

HR Consultant & Contractors' Corner

Needed an HR contractor yesterday? You will be guaranteed one qualified candidate within 24 hours, or two within 48 hours. This includes Compensation & Benefits, M&A, HRIS, OD, Generalist, and all other areas of expertise. All our contractors are personally supervised by Partner & Principal HR Consultant James Holland and have access to our entire consulting staff and its resources. Immediate needs? Contact James Holland at 650.614.0220 or james@vfandco.com.

Current Executive Searches

Current CEO Executive Searches

CEO of a mid-size global public tech company (San Jose, CA)

As a favor to a friend/client, we're helping his company find its next CEO. The organization is a leader in the complex Human Interface in PC, Handheld and Mobile markets, approaching \$600M in revenue and with over \$200M in cash in the bank, is seeking a new CEO. This well-organized, well-respected, public technology company has relationships already developed and in place with all major OEMs in PC and most handhelds, and has best-in-class development and supply chains. Excellent analyst coverage; 650+ employees in 12 countries. The opportunity for the new CEO is to double the market cap in the next three to four years and advance the technology into adjacent and new markets. If you are a strong, positive leader who respects his employees and who is ready to climb a new mountain to climb, please send your resume in confidence to valerie@vfandco.com.

Current Human Resources Executive Searches

Vice President of People (Human Resources) (Santa Monica, CA)

Extremely hot, well-funded, pre-IPO online gaming company. 180 employees and growing fast. Stunningly bright, sophisticated, and inspiring executive team who care tremendously about hiring and developing the right employees and protecting their awesome culture. Needs a hands-on, results-driven, extremely smart HR executive to rebuild the function from the ground up. The ideal candidate must be fast thinking, confident, honest, knowledgeable, metrics-driven, independent, proactive, and able to work in a collaborative environment where everyone talks openly about their successes and failures and what's blocking execution. Cash up to \$400,000 plus multi-million dollar pre-IPO equity play.

Vice President of Human Resources (San Carlos, CA)

Search was cancelled. Contact the search team for more information.

Vice President of Talent Acquisition (Santa Monica, CA)

Extremely hot, well-funded, pre-IPO online gaming company. 180 employees and growing fast. Needs a Director of Talent Acquisition to handle exponential growth and embrace and promote the culture of awesome throughout all talent acquisition activities. This role will need creative recruiting methods to find and successfully compete for extremely bright, collaborative, and results-driven employees, and to on-board them and foster their careers. The ideal candidate will have previous experience building an aggressive and creative recruitment function in a start-up environment. Cash up to \$400,000 plus multi-million dollar pre-IPO equity play.

Senior Director of Human Resources (San Jose, CA)

Growing, public semiconductor company in rapid expansion mode coming out of the recession. Excellent global reputation, with a new executive team leading the business in a creative new direction. Needs a #2 HR leader to rebuild the HR function and partner closely with members of the executive team on people issues. This person will lead a team of HR Business Partners and staffing professionals. The ideal candidate will be a mature, hands-on with a background in large, best-in-class tech companies. Cash up to \$450,000 plus equity.

Senior Director of Global Compensation and Systems (San Diego, CA)

Growing, public, global tech company recently expanding its reach into the Asian market. Needs a leader in compensation and systems to revamp their total rewards philosophy. Reports into a sophisticated, bright, newly-appointed head of HR. The ideal candidate will have 15+ years leading total rewards at a Fortune 500 company. Previous global leadership role a plus. Cash up to \$230,000 plus equity.

Senior Director of Talent Acquisition (San Jose, CA)

Pre-IPO tech company with 5,000 employees in 40 locations worldwide and planning to increase headcount by 20% over the next two years. Needs a Senior Manager of Staffing to assess the global staffing organization and processes, and redefine and implement a global staffing strategy. The person in this role will closely partner with and advise business leaders on their talent needs. The ideal

candidate will have a talent acquisition and HR generalist background. Cash of up to \$190,000 plus equity.

Director of Human Resources and Site HR Leader (San Jose, CA)

One of the world's most respected scientific companies requires a strong, promotable, transferable up-and-coming HR executive to lead the HR function for a division of 1,700 employees. Contribute significantly to the business through internal strategic consulting across a wide variety of functions. Manage a team of three plus work collaboratively in a highly complex, matrixed environment. Compensation is generous and is confidential.

Director of Global Total Rewards (San Diego, CA)

High-growth, innovative semiconductor company with outstanding leadership. Needs a Global Director of Total Rewards to partner with the executive team and the HR team on the global total rewards philosophy. The ideal candidate will be a sophisticated, polished and collaborative executive compensation expert competent at managing a small team. In-depth experience with executive compensation and previous experience presenting to the Board and Comp committee is required. A consulting background is a plus. Cash up to \$240,000 plus equity.

Director of Total Rewards and HR Metrics (San Francisco, CA)

Fast growing, global company that is doing fabulously well. 700 employees and rapidly growing. Needs its first Total Rewards and HR Metrics leader to develop and implement effective systems and processes to support the global attraction and retention of high-performing employees. Works closely with the CAO/GC and the VPHR. The ideal candidate will have led the Total Rewards function for a public company and have a passion for business-oriented HR metrics. Cash up to \$250,000 plus equity.

Director of Talent Acquisition & Management (San Jose, CA)

Dynamic, billion-dollar pre-IPO tech storage company that has the energy of a start-up but the advantages of an established global reputation. Founded in the UK and currently headquartered in Silicon Valley. Needs a Director of Talent Acquisition to lead and revamp their talent strategies. The ideal candidate will have business partner and staffing experience at small to mid-size companies. Report to the VPHR and work closely with the global executive team. Cash up to \$200,000 plus equity.

Director of Talent Acquisition (San Mateo, CA)

Public, growing global management software company. One of the hottest companies to work for in Silicon Valley. Bright, high-performing executive team that is taking the company to the next level. Needs someone to lead and revamp the Talent Acquisition function, focusing on college recruitment and retention programs. A great step up for an energetic up-and-comer with extensive experience in managing a dynamic staffing team. Cash up to \$170,000 plus equity.

Senior Manager of Human Resources [Contract] (Emeryville, CA)

Well-established biotech firm led by a large, sophisticated team of scientists. Needs an extremely strong business partner and HR generalist to oversee the HR function for their R&D division. The role will

involve a hybrid of change management, strategic planning, workforce planning, succession planning, and performance management. Report to a superb HR leader from whom you can learn. Compensation is open.

Manager of Talent Acquisition (San Francisco, CA)

Rapidly growing, global financial services firm and market leader in their space. Needs a Manager of Talent Acquisition to lead a small, extremely professional and high-performing group of recruiters at an almost 2,000 employee company. The ideal candidate will have expertise in cutting edge online social media methods used for recruiting, and have strong client management skills. Extensive travel around the US. Cash up to \$120,000.

Manager of Human Resources (San Carlos, CA)

Growing software startup with around 50 employees who recently received a third round of funding. Needs their first HR person to build their HR department from the ground up. Partner with the GC and the rest of the executive team to set HR strategy, develop recruiting systems, performance management systems, compensation systems, HRIS, and everything in-between. Compensation is open.

Human Resources Business Partners

Calling all business-minded HR professionals! HR Business Partners needed for multiple clients in a variety of industries. From \$80,000 to \$175,000 in locations around the world, including both East and West Coast US, Taiwan, Canada, and England.

Internal VF&Co Searches

Yes, along with the rest of the world, we are hiring and have been all year. We're currently looking for a marketing associate: someone with really strong writing and thinking skills, preferably a degree in Liberal Arts, who is good at foreign languages, loves to travel, and wants to get involved in a consulting firm. Should be outgoing, positive, collaborative, able to follow directions, multi-task, and self-manage. Anyone have any off-spring with 0-5 years of experience? Email your resumé in MS Word format to brittany@vfandco.com.

Submit Your Profile

Due to the high volume of candidate submissions and the relatively quick pace with which we're filling our current searches, we recommend that all qualified candidates, whether you are a Board Director, CEO, CFO, or HR Executive, make sure that we have your updated information in our database and are aware of what you're looking for. That way, if we get something, be it RFT or contract, we can slip you in right away! For the most up-to-date information on our searches, you can follow us on Twitter, network with us on LinkedIn, and Like us on Facebook.