

HEALTHCARE AND LIFE SCIENCES RECRUITING SPECIAL ISSUE

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Leading in a Crisis: Business Leaders Go on the Offensive to Guide, Mentor and Support Talent



The current COVID-19 pandemic is a global tragedy with profoundly human consequences. It is also creating situations of extraordinary human performance and growth, as individuals and leaders come together to do what they can to help those around them.

Pandemics are unlike any other challenge faced by today's leaders, according to executive search leaders who ply their trade tracking down the best ones. "There are no words to fully describe the feeling of dread when you find out one of your colleagues has fallen ill," said Clarke Murphy, CEO of Russell Reynolds Associates in a new report. "There are also no words to describe the feeling of pride when you hear of a colleague going out of their way to help others in hard-hit areas of the world."

As a leader, he said, "you want to always have the right answers and know what to do, but these last few weeks have plunged many of us into a situation that most have never faced before, and one that lacks clear answers. Mr. Murphy said he cannot help but think the best path forward right now is for senior leaders to share with their peers what they are doing to navigate this situation, and what they have learned from past challenges.

Developing Leadership Credentials

"As senior executives naturally focus on the immediate implications of this crisis and its impact on their people and organizations, they will also routinely find themselves in moments that accelerate the growth and development of their leadership talent at all levels of the organization," he said. "During historical moments of severe uncertainty, we have noticed that the smartest companies employ the tactics below to drive leadership performance and development in the midst of crises."

During the 2008 financial crisis, many companies found that a surprising share of their leaders were unwilling or unable to lead in a challenging environment. "Many also found that they had underestimated leaders who stepped up in unexpected, critical ways," noted the Russell Reynolds Associates report. "Take note of what this period reveals about your bench. The coming weeks will expose empty suits and surface hidden gems."

The biggest shifts in a sector's competitive rankings occur during moments of uncertainty, including downturns. "Defensive measures are essential, but the best leaders also think strategically about opportunities to go on the offensive," the report noted. "This lesson applies as much to talent strategy as it does to business strategy."

Leaders Who Look Forward

During times of uncertainty, many top leaders succumb to the natural human tendency to retreat inward and fail to support each other. Ironically, they become more individualistic at the very time when leadership matters most. The best leaders recognize and resist this response, and, critically, support peers who need their guidance and mentorship.

> "Merit and potential will reveal itself during a crisis, and the strongest leadership will often come from those without leadership titles. Don't stand in the way of the stars that emerge."

"A crisis exerts sudden, substantial pressure on leaders and provides a real test of their ability to persevere in spite of it." said the Russell Reynolds report. "Look for – and allocate more responsibility to – those who demonstrate a combination of calm, competence, and confidence in the face of uncertainty."

A crisis like this pandemic also provides a critical moment to test and develop leaders. Leaders are already being assigned to rapid-response teams and forming new initiatives to confront the implications of the outbreak. As this happens, leaders must work to ensure that, where possible, critical initiatives are led not only by safe hands, but also by those with high potential. Established executives should be surrounded by those who will both make significant contributions and flex new leadership muscles.

According to Mr. Murphy, ensure that senior leaders do not unwittingly allow hierarchy to stifle the emergence of the best leaders with the best ideas. Merit (cont'd. to page 2)



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and potential will reveal itself during a crisis, and the strongest leadership will often come from those without leadership titles. Don't stand in the way of the stars that emerge.

Keep Recruiting Engines Running

While the COVID-19 pandemic unfolds, external hiring for top talent is about to get much harder. In environments characterized by extreme uncertainty, those in stable roles often become highly risk averse and unwilling to make a transition, even when unsatisfied with their current situation. Many forecasters believe the nation is heading toward a buyer's market for talent. "We are not," according to Russell Reynolds Associates. "You are likely already making painful decisions on your investments in leadership and talent development. As you trim, remember that deep, across-the-board cuts will send a clear message that talent development is a luxury good."

"In the wake of past downturns, many companies found that it took years to restart their recruiting engines (and rebuild talent pipelines) that had been shut down," the Russell Reynolds report said. "A thoughtful approach to keeping these engines running – even if at a slower rate – will enable you to significantly outpace your competitors when markets heat up following this pandemic."

On the Front Lines with COVID-19

"Without a doubt we are experiencing extraordinary times," said Bob Clarke, CEO of healthcare and insurance-focused search firm **Furst Group**. "Within the healthcare sector there dynamic changes that few could have predicted, or at the very least predicted the speed at which they are occurring. For healthcare providers they are finding themselves on the front lines of a battle the degree of which none have experienced."

"We are hearing from leaders that while on the one hand they have trained for events just like this, there are also outside factors on the other hand that play a significant role in their ability to prepare for and lead through what is coming," he said. "Deploying teams and caregivers is being done by the book. But they are hampered by incredible shortages of equipment and PPE and battling a foe without any tools in their belt with which to combat it."

At the same time, said Mr. Clarke, "depending on where one is geographically there is a growing sense of curiosity and concern to an all-out crisis." Leaders in healthcare, he noted, are looking at their counter parts in hard hit areas and are preparing for the worst. "Those experiencing a stricken population are also facing shortages of front line care providers. In some cases these team members have contracted the virus directly and in many others they have been exposed, requiring that they too self-quarantine." The result, he added, is a loss of the very people needed to help provide the care. "As a result staffing shortages are becoming a very real problem."

Insurers, too, are wrestling with issues concerning payments and medical coverage. "The moral ground is to provide testing and care to everyone who needs it at no cost," said Mr. Clarke. "But unfortunately there are real financial implications to doing the absolute right thing. In the near term there will be significant reassessment of the processes, policies and procedures that were laid bare during this crisis. Many papers (cont'd. to page 3)

and studies will point to what went well and what went not so well and identify areas for improvement. In the long term these challenges will be met by a realignment of medical care teams with operational readiness and systems support. At the levels at which we work our clients are making it clear that we are to continue our engagements as the positions we are seeking are strategically critical to the organizations' future. Focus right now is on the threat at our doorstep but for the most part the strategic and operational imperatives will remain intact," he said.

Difficult Months Ahead

"Many sectors of the economy will face difficult months ahead," said Leslie Loveless, CEO of **Slone Partners**. "Within life sciences, we will likely encounter some challenges in recruiting executive talent as many top executives maintain a sense of loyalty to their companies and teams and will not consider leaving a stable situation during uncertain times. That will limit the talent pool, resulting in further heated competition for those qualified candidates who are available. Many companies will have to scramble and find innovative solutions to fill some of their open top-level positions."

The coming weeks and months will bring added pressures across the sector, she said, but once the crisis passes "we will have a lot of intense work to catch up on as those companies that have pressed pause on their recruitment efforts will then be in fierce competition for the limited number of qualified candidates who will be willing to switch companies in what may be perceived as a still unstable market." Ms. Loveless said she feels fortunate in that her business has been a virtual company for nearly 20 years. "Our experience has shown that team discipline and focus is essential, and that will become even more apparent during these unprecedented times." Empathy and compassion shown towards clients, she added, mean more now than ever.

"I think this is a great opportunity for life sciences & healthcare leaders to stand up and show people what the industry is really about," said Matt Toner, managing director at **LifeSci Search**. "After all the years of anti-pharma and biotech news, there is now a chance to show the public that they are here to help. We are seeing the industry collaborate like never before, and it's driving the science forward at an extreme pace. We are, for sure, seeing a temporary slowdown in hiring. This is natural given the uncertainty regarding how long this may last, combined with the lack of travel which restricts our ability for face to face meetings."

But, he noted, "we are seeing more B2B collaboration as companies come together to share resources to try and find a solution." Mr. Toner said "we are also noticing a push from companies looking for expertise at the board level, and a willingness to conduct these interviews via video conference. This is, after-all, a rare opportunity for boards to conduct impromptu video meetings while they are working from home. We do also feel this could actually give private companies a chance to make some opportunistic big name hires that they might typically miss out on, while public companies minds are elsewhere dealing with the capital markets and falling stock prices."

He said discussions with management teams have been illuminating. They have seen firsthand (cont'd. to page 4)



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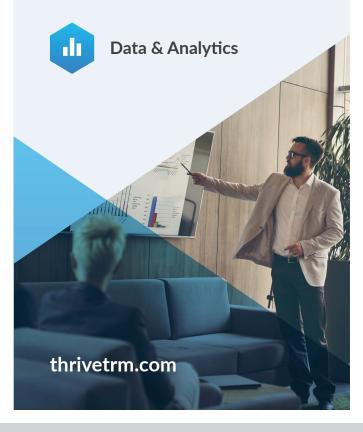
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boards and senior executives possessing incredible strengths, but also weaknesses. "We have heard frustrations from management that their boards and executive leadership teams have left them unprepared for the situation they find themselves in. Once COVID-19 starts flat lining and companies start operating as usual, the whole industry should be able to look back at how they all came together during this period, and we hope this can drive future innovation."

Steve Hochberg, founder and CEO of **Caliber Associates**, said: "The biopharmaceutical, medical device and diagnostic industry has demonstrated incredible leadership to help address the global pandemic, prioritizing resources and development programs to fast track the delivery of therapeutics, vaccines, diagnostic tests, and equipment; working in true partnership with worldwide regulatory agencies to address ongoing patient and healthcare system needs."

One of the most significant challenges the biopharmaceutical industry is facing, he noted, is the rapid suspension of ongoing clinical trials in therapeutic areas unrelated to the pandemic. "While these actions are necessary and appropriate, the impact on patients, principal investigators, data integrity, and advancement of novel treatments is far reaching. The wind down of clinical trials is likely to cause significant disruption and displacement with regard to staffing levels and the immediate need for search activity. As we emerge from this disruption, we are likely to see intense competition to attract and recruit key leadership talent in the clinical development," he said.

"We are watching case studies in leadership across business and politics in real-time," said Dave Fortier, managing partner, global life sciences practice leader at **ZRG**. "The value that decisive, communicative, critical thinkers bring to leadership in a crisis is immense. The life sciences industry is responding well," he said. "Whether it is multi-billion dollar giants or pre-revenue startups burning through cash, the willingness, creativity, and speed with which many companies are working to bring solutions to this crisis is inspiring. I think this will be recognized and the industry will earn greater respect with the public."

Working from home could become a new normal, Mr. Fortier said. "The concept of 'working together' as a team is evolving daily and will forever change as entire companies and industries are forced to shift their employee interaction platforms while under 'distancing' guidelines or worse."

Companies will be rewarded as they shift their hiring processes significantly to adjust to the virtual world, he said. "It is a challenge for many to make that final call on a candidate without an in-person interaction. But those companies that can adapt will have an advantage in the continued war for top talent."

"One trend that we see amongst many of our partners that have critical hiring initiatives is their openness in using teleconferencing for the last mile," said Jason Hersh, managing partner at **Klein Hersh International**. "Because of recent events and the travel constraints our client community is becoming more and more comfortable using innovative technologies to complete the interview process and make hiring decisions without actually meeting candidates in person. We believe this will help expedite the interview process in general moving forward, well after we recover from this pandemic."

Hunt Scanlon Top 50 Healthcare & Life Sciences Search Firms

Allegis Partners

Gregory Richter (Healthcare/Life Sciences)

Allen Austin

Rob Andrews (Healthcare/Life Sciences)

August Leadership

Michael Curran (Healthcare/Life Sciences)

BE Smith

Cody Burch (Healthcare)

Bowdoin Group

<u>Dave Melville</u>; <u>Sean Walker</u> (Healthcare/Life Sciences)

Buffkin / Baker

Craig Buffkin; Brenda Doherty (Healthcare)

Caldwell

<u>Darin DeWitt</u>; <u>John Blank</u> (Healthcare/Life Sciences)

Caliber Associates

Steve Hochberg (Life Sciences)

Catalyst Advisors

John Archer; Stephen Williams; Gilbert Forest (Life Sciences)

Cejka Search

Paul Esselman (Healthcare)

Cornerstone Search Group

Cliff Miras; Steven Raz (Life Sciences)

Coulter Partners

Bianca Coulter (Healthcare/Life Sciences)

DHR International

Joan Gee (Healthcare) John Baker (Life Sciences)

Diversified Search

Martha Hauser (Healthcare); Henry Miller (Life Sciences)

Egon Zehnder

Al Prieto; Peter Levin (Healthcare/Life Sciences)

Fairway Consulting Group

Dan Gold (Life Sciences)

Focus Search Partners

Paul Frankenberg (Healthcare)

Furst Group

Bob Clarke; Sherrie Barch (Healthcare)

Gallagher MSA Search

Susan O'Hare (Healthcare)

Grant Cooper

Sue Cejka; Carrie Hackett; Ronald Chod; Ed Stout (Healthcare)

Health Search Partners

Keith Southerland; Ed Fry (Healthcare)

Heidrick & Struggles

Tim Dietlin (Healthcare/Life Sciences)

Horton International

Jim Utterback; Paul Edwards (Healthcare/Life Sciences)

InveniasPartners

Joseph Fournier; Curt Lucas; Scott Cooper (Healthcare)

Jordan Search Consultants

Kathy Jordan (Healthcare)

Kirby Bates Associates

Melissa Fitzpatrick; Jane Fitzsimmons (Healthcare)

Klein Hersh

Jason Hersh; Jesse Klein; Josh Albert (Healthcare/Life Sciences)

Korn Ferry

Greg Button (Healthcare); Jay Kizer (Life Sciences)

LifeSci Search

Matt Toner; Andy Cronin (Life Sciences)

McDermott + Bull

Craig Lipus (Healthcare); Jake Vander Zanden;. Linda Sierra (Life Sciences)

Merritt Hawkins

Tom Florence (Healthcare)

Odgers Berndtson

Michael Kelly; Keith Gaspard (Healthcare/Life Sciences)

ON Partners

Steve Cornacchia; Suzanne Zebedee (Life Sciences)

Perrett Laver

Graham Little; Sinead Gibney; Goran Gregorovic (Life Sciences)

Phillips, DiPisa / AMN Healthcare Solutions

Todd Drometer (Healthcare); Ira Isaacson (Life Sciences)

Quick Leonard Kieffer

Roger Quick; Steven Derks (Healthcare/Life Sciences)

Ross & Company

Lawrence Ross (Healthcare/Life Sciences)

RSR Partners

Rebecca Holland New (Healthcare/Life Sciences)

Rudish Health Solutions

Russ Rudish (Healthcare/Life Sciences)

Russell Reynolds Associates

Gabrielle Lajoie (Healthcare/Life Sciences)

Salveson Stetson

John Salveson; Sally Stetson; Nancy Kovach (Life Sciences)

Slone Partners

Adam Slone (Healthcare/Life Sciences)

Solomon Page

Marc Gouran (Healthcare/Life Sciences)

Spencer Stuart

Graham Galloway; Alain Leclerc; Alexis Stiles (Healthcare/Life Sciences)

The Stevenson Group

Adam Bloom (Healthcare/Life Sciences)

Strawn Arnold & Associates

Jeff Ashpitz; John Groover (Healthcare/Life Sciences)

The Tolan Group

Timothy Tolan (Healthcare)

Tyler & Company

Dennis Kain; Marion Spears Karr (Healthcare/Life Sciences)

WittKieffer

 $\underline{Andrew\ Chastain}\ (Healthcare);\ \underline{Morten\ Nielsen}(Life\ Sciences)$

ZRG Partners

Brian McGowan (Healthcare); Adam El Din; David Fortier (Life Sciences)

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SPOTLIGHT

Navigating a COVID-19 Healthcare World



Marc Gouran is a president and global practice leader at **Solomon Page**, a multi-specialty executive search firm headquartered in New York City. He is the founder, architect, and general manager of the organization's healthcare and life

sciences division, which he started in 1992. It has expanded since then to three offices nationally.

Mr. Gouran focuses on senior executive searches on a global basis with top companies and institutions in health insurance, consulting, pharmaceutical and biotech, health services and other healthcare related businesses. The Solomon Page client list includes hospitals, integrated delivery systems, health insurance carriers, Blue Cross Plans, HMO's, employee benefits consulting firms, as well as pharmaceutical and biotech companies and other healthcare services companies and institutions.

Marc, how do you lead a healthcare and life sciences executive search practice, or search firm for that matter, during such a highly volatile, uncertain time like this?

In these unprecedented times, it is even more important than usual for search firm leadership to stay as close as possible and very supportive to their teams, including partners, consultants, recruiters, researchers and administrative personnel at all levels. Executive search has always lent itself to virtual and 'work from home' strategies, so we generally already have the best technology in place and it is not a huge work flow change for many people. That being said, we want to reassure our teams, work even closer together, over-communicate, be very sensitive to personal issues (kids at home, day to day challenges, obvious stress and anxiety), while focusing on moving projects forward when it makes sense and holding on others.

How about on the client side?

Clients need to hear from us as trusted partners, but with great sensitivity to what their businesses are going through. As a global practice, there are some parts of the world that are on a 'full stop' mode right now, but there are other locales where projects are moving forward, sometimes with accommodation for video interviews as opposed to face to face in person sessions or other process changes. There will no doubt be long term changes in how executive search in healthcare and life sciences will be conducted, but in the short run our most important mission is to re-assure and take care of our internal teams.

How do the best senior executives provide leadership to healthcare and life sciences (provider, payer, pharma, biotech) companies during a highly volatile downturn like we are experiencing today?

The global healthcare and life sciences business is under huge, unprecedented stress due to the global coronavirus pandemic. Because these are the ultimate 'essential businesses' and cannot

shut down for even a short time, the leadership of this industry has unique challenges and stresses. Providers of all kinds based everywhere around the globe are responsible for the care and treatment of large patient populations and that system is stressed in ways never imagined. Pharmaceutical, biotech and medical device companies are also highly focused on delivering medicines, medical supplies and devices in support of the providers and patients. Leadership needs to focus on supporting their executives and staffs, as well as staying as clear headed as possible, staying as highly visible and positive as possible, over communicating to people at all levels, keeping the human tragedy in mind at all times, understanding and mitigating the personal stress, anxiety and fear people are feeling, having empathy, focusing people on 'one day at a time,' and being supportive and reassuring to people that this too shall pass are all critical to leading in a crisis.

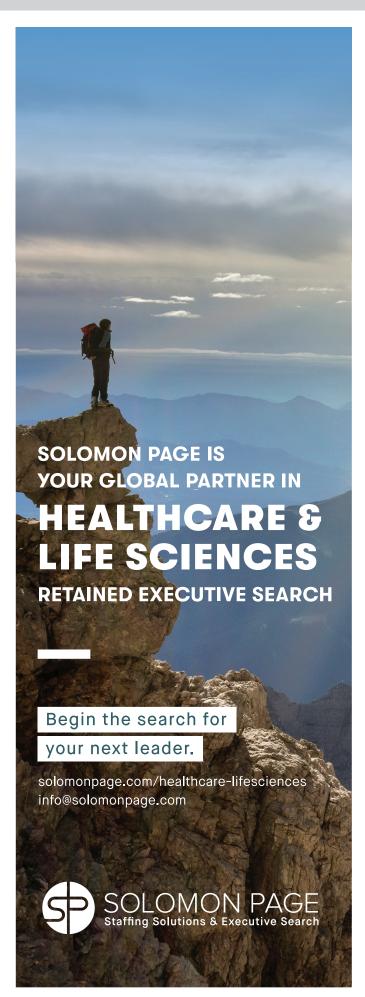
What long-term impact do you see the COVID-19 pandemic having on the healthcare and life sciences sectors?

Longer term, this pandemic will totally change global healthcare systems. Governments, institutions and companies will no doubt rethink the way healthcare is delivered, where drugs and medical supplies & devices are manufactured, how providers are trained and allocated, how and what is researched and developed (particularly anti-virals, antibiotics and vaccines) and how the global system can work more effectively, comprehensively and in cooperation.

"The global healthcare and life sciences business is under huge, unprecedented stress due to the global coronavirus pandemic. Because these are the ultimate 'essential businesses' and cannot shut down for even a short time, the leadership of this industry has unique challenges and stresses."

How will search firms fair coming out of this pandemic?

We would guess that investment in all parts of the healthcare system, including providers of all kinds, payers, medical devices and most particularly in pharmaceuticals, biotech and vaccines will be substantially increased over both the short and longer term. Recruiting the best talent and expertise will be a critical part of the ability of companies and institutions to meet the needs of a system that will be changing, expanding and working together in totally new ways, with large amounts of new capital investment to fund it. Executive search firms that specialize in those areas will certainly have lots of opportunities to work in partnership with the global healthcare and life science industry and help to facilitate the long term changes that will no doubt take place.



The COVID-19 Impact on Executive Search

Over the past two weeks, recruiting software provider **Thrive** interviewed dozens of leaders, CEOs, founders, and managing partners from top executive search firms. They candidly shared how COVID-19 and the resulting social and economic impact will affect the executive search sector. Here are some excerpted conclusions from those discussions.

1. Like it or not, it's wartime

While many executive search leaders are optimistic that the crisis will be short lived, nearly all agree that the severity will be high. "Firms are hoping for the best but preparing for the worst — redoing their planning and forecasts, reducing budgets, and revising cash flow plans," Thrive reported. "Every executive search firm claims to be a trusted advisor. The next few months will show which ones actually are, and clients will remember who was there for them when the crisis is over."

2. Recruiting will feel the impact earlier and rebound later

Over the past two weeks, many search firms have seen a significant drop in new searches. Thrive says many active searches are now on hold, waiting for the dust to settle. Late-stage searches are also stuck, as face-to-face meetings are impossible with social distancing and travel restrictions. "We're also seeing that top candidates are unwilling to leave their current posts while their companies are in crisis," Thrive said. "On the positive side, firms aren't seeing a dramatic increase in canceled searches yet. And recruiter activity seems to be at or near average rates."

3. Social distancing isn't having the impact many thought it would

Search firms of all sizes are pleasantly surprised that transitioning teams to working remotely has been easier than they expected. In fact, many recruiting firms report that communication and team collaboration has increased. The main social distancing-related issue we're seeing is the lack of face-to-face meetings between clients and candidates. Few companies are willing to hire an executive without meeting them in person. This situation needs further monitoring, said Thrive, if isolation, social distancing, and travel restrictions continue to increase.

4. Business development is hard, but not impossible

Many leaders from executive search firms are unsure how aggressive they should be with business development and where to start. "Owners and executives from search firms need to keep their lights on and provide a safe and fair work environment," Thrive said. The need for strong leaders inside and outside of their businesses has never been higher. For those reasons, many search firms are actively going after new business from new and existing clients.

"A belief in the power of strong leadership is what got most of us into the executive search market, and it is strong leadership that will get many companies through the economic fallout of this pandemic crisis," said J. Reed Flesher, founder and president of Thrive. "During times like these, leaders put companies on their backs, they inspire employees and build new leaders in the process.

0&A

How Executive Recruiters are Getting Ahead of the Pandemic Curve



Paul Esselman is managing director and president of **Cejka Search**, which has provided recruiting services exclusively to the healthcare industry for more than 35 years. Its client roster includes Georgetown University Hospital, Northwestern Memorial, Levine Cancer Institute, St. John Providence Health System, Tenet, MD

Anderson Cancer Center, Washington University in St. Louis School of Medicine, Centene Corp., Cape Fear Valley Health and Banner Good Samaritan Medical Center.

Mr. Esselman recently sat with Hunt Scanlon Media to discuss the impact COVID-19.

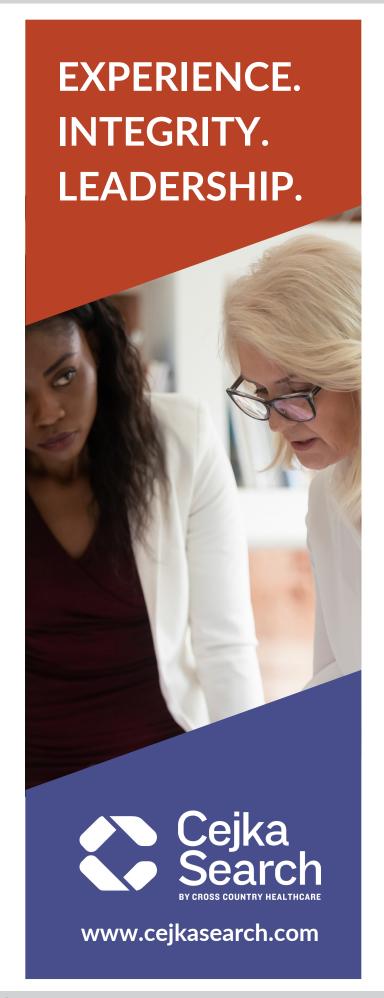
Paul, how has the pandemic changed how recruiters are working during this time?

As the COVID-19 crisis has escalated, it has required recruiters to be both more responsive to and more sensitive of the needs of clients and the obligations to candidates. At Cejka Search, our executive search teams quickly shifted gears to focus on balancing the importance of keeping the recruitment process for critical leadership roles moving forward, while helping our clients manage their calendars and communications, and fill in the gaps where client team members just don't have the bandwidth during this challenging time.

What are the disadvantages of not getting to meet candidates in person? Are there any advantages of working virtually?

For both clients and candidates, face-to-face interviews are invaluable. Removing the opportunity to meet onsite means a diminished opportunity to interact in the context of real-life settings and circumstances, which is often where those true professional connections are made and solidified. We must, however, be responsive and adaptable in this current climate, and virtual interviewing allows us to continue to move an important recruitment process forward, at times even more quickly that we would have been able when considering travel arrangements. The key is to ensure that we are doing our job by getting ahead of the curve and providing the tools and support necessary to support a smooth and productive video interview process for all involved. How do you see the search industry bouncing back from this?

Executive search will always be a critical function, but it will be crucial for us to learn lessons from this event, just as much as it will be for the healthcare leaders with whom we work. Our ability to provide counsel and to function in an advisory capacity could hold great value as organizations assess their response to the crisis, as well as their organizational structure in the brave new world ahead.





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Keep Calm and Recruit: Why Now is the Best Time to Assess Your Talent Assets

It's easy, with the drama around the coronavirus, to lose sight of the fact that it might – just might, and with luck – be short-lived. When that happens, the world can start to get back to normal. "In the meantime, many companies have taken advantage of the easy, good times to build their businesses," said Gary Woollacott of Horton International.

"This enforced lull in business activity may be an excellent time to properly assess your assets – in all classes," Mr. Woollacott said. "Take a cold-eyed look at what you're working with and think, is this the best that I can do? You will need to move quickly though – just as in good times, talent doesn't wait around for long."

When asked what impacts current pandemic will have on executive search? Mr. Woollacott said" It's too early to forecast the long-term impact on our industry. There's plenty of speculation but I don't think that executive search is dead and buried – we will still have our uses. If anything, there may be another 'flight to quality' as often happens in downturns."

"If employers make sacrifices on behalf of employees that will help sustain the business post-CV19."

"Rather than focusing on clients, now is the time to focus on candidates," he says. "When this is over, they will remember how we (and their employers) treated them and made them feel. If employers make sacrifices on behalf of employees that will help sustain the business post-CV19. From our point of view, candidates might be more open to move if they see that their employer doesn't value them quite as much as they had thought."

Accommodating Clients and Candidates

"Separately, we are taking extra practical precautions on behalf of candidates and clients with ongoing searches to accommodate their concerns," Mr. Woollacott points out. "This is an excellent time for a client to be recruiting, or to be a candidate open to an opportunity, while the competition is confused and panicking."

"It doesn't look like this slowdown is going away quickly – it's so much more pervasive than anything else we have seen in decades. Naturally we hope for the best, but we are hunkered down for the worst," he said.

People generally prefer to work for a company that is genuine and sincere, with a real sense of purpose. "That adds up to sustainability," Mr. Woollacott said. "Senior managers who sacrifice their employees in the name of cost-saving may well find that their best people leave, once they realize where the true loyalties of the company lie. It doesn't look like this slowdown is going away quickly – it's so much more pervasive than anything else we have seen in decades. Naturally, we hope for the best, but we are hunkered down for the worst."

Four Hot Searches in Healthcare

Klein Hersh International Recruits CEO for Locana



Klein Hersh International has placed James Burns as CEO for Locana Inc., a leading RNA-targeting gene therapy company. Dr. Burns had been serving as CEO for biotechnology company Casebia Therapeutics, where he led the

team in discovering and developing new CRISPR/Cas9-based breakthrough therapeutics to treat blood disorders, blindness and heart disease. Josh Albert, managing partner, and Jared Kaleck, client partner, led the assignment for Klein Hersh.

Sterling Martin Recruits CEO for American Pharmacists Association

Sterling Martin Associates has recruited Scott J. Knoer as CEO of the American Pharmacists Association. The assignment was led by David S. Martin, managing partner; Leigh Beal, vice president of executive recruiting; and Manmeet Singh Fox, senior



consultant. Dr. Knoer, who takes over on July 1, is the chief pharmacy officer of the Cleveland Clinic.

The Bowdoin Group Recruits President for Mayo Clinic Platform

The Bowdoin Group, a Boston-based executive search firm, has placed John Halamka as the new president of Mayo Clinic Platform, which is committed to elevating Mayo Clinic to a global leadership position within digital healthcare. Most recently, Dr. Halamka was executive director of the Health Technology Exploration Center for Beth Israel Lahey Health in Massachusetts.

Cejka Search Seeks Chair for Virginia Commonwealth University for Dept. of Emergency Medicine



Virginia Commonwealth University has retained the services of Cejka Search to lead its hunt for a new chair of the department of emergency medicine. President and managing director Paul Esselman is leading the assignment for the search outfit. "The

successful candidate for the chair of emergency medicine will be a respected leader and academician with excellent clinical, teaching and research skills," Cejka Search said. "



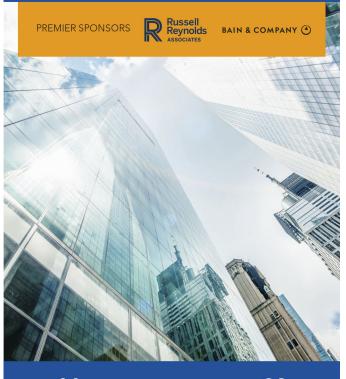
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Four Hot Searches in Life Sciences

Caldwell Recruits CFO for the American Cancer Society



Rich Perkey and Gina Barge of

Caldwell have recruited former Geller

& Company executive Kael Reicin as

CFO of the American Cancer Society,
the largest nationwide voluntary

health organization. "The American Cancer Society is like all great organizations in America – it is hyperfocused on its core mission, while transforming itself, and its practices, in order to win the prize – in this case, defeating cancer," said Mr. Perkey. "Kael brings a robust set of strategy and financial planning and analysis skills to the American Cancer Society."

Diversified Search Finds CEO for Eastern Connecticut Health Network

Diversified Search has placed Deborah Weymouth as president and CEO of the Eastern Connecticut Health Network (ECHN). The assignment was conducted by James A. Langston, managing director and financial officers practice leader, and managing



director Ken Hirshman. Ms. Weymouth joins ECHN after serving for five years as president and CEO of UMass Memorial Health Alliance-Clinton Hospital. ECHN is a community based healthcare system serving 19 towns in eastern Connecticut.

B.E. Smith Recruits CEO for Estes Park Health

B.E. Smith has recruited Vern Carda as CEO for Estes Park Health, a medical center in Estes Park, CO. Mick Ruel, vice president of executive search, led the assignment. Since 2015, Mr. Carda has been vice president of regional operations for the Billings Clinic which is based in Billings, MT.



Coulter Partners Recruits Chief Scientific Officer for CENTOGENE



Coulter Partners has placed Philip Lambert as chief scientific officer of NASDAQ-traded CENTOGENE in Cambridge, MA. Managing partner Kay Wardle led the assignment. CENTOGENE is a commercial-stage company focused on rare diseases that transforms

real-world clinical and genetic data into actionable information for patients, physicians, and pharmaceutical companies. Dr. Lambert will have the overall responsibility of driving scientific programs to align with the needs of pharmaceutical partners.