

### STRATEGIC THRUST

- How would you describe the firm's relationship to external competitors?
- Are there any critical challenges pressing in from the outside environment at this time?
- What is the 'mission' of the firm? I.e. what are your central business focus, identity and reason for being? (not 'the mission')
- What business(es) are you in?
- Where is the firm going over the next five years?
- What are the growth challenges the firm faces?
- How fast and in what ways will growth occur?

### CAPABILITIES

- What is truly unique about the firm? What is your 'core competence' – that capability which differentiates you from others?
- What areas must the company excel in to win in the competitive environment? What are the firm's greatest strengths?
- Where are the firm's major weaknesses and gaps? What will need to be done to close these gaps?
- Are the focal areas of infrastructure and systems development – major initiatives which need executive sponsorship? Divisions, departments, functions in need of 'fixing'? What will the candidate's role need to be in that 'fixing' process?

### ORGANIZATION CULTURE

- Who are the hero's/outcasts here? Who is someone who has been more here in the culture for some time and considered to be a success? Who has come into the culture and failed or 'not fit'? What defining characteristics made them successful/unsuccessful or a good/poor fit?
- What are the rewards for a good performance here? What does the culture consider to be valuable and important?
- How do conflicts surface and get resolved? Can you give me an example of what would be considered acceptable and unacceptable ways to handle a disagreement or be in competition with others? How are decisions made?
- How formal is the authority structure and decision-making style of the culture? Is independence of thought and action valued – or is consensus a necessity before decisions can really be ratified?

### SPECIFIC EXECUTIVE CHALLENGES AND ROLE

- What specific problems or challenges need to be addressed by this executive?
- Describe the history and any key dynamics of the primary team(s) of which the candidate will be a member.
- Are there any special or unusual role requirements for the position? (i.e. a high profile community role, a board in disarray, a succession following a long 'CEO dynasty')