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Issue: December 19, 2016

CEOCFO Magazine



1218 Search Utilizes a Unique Partner-Led Model to Provide Professional Search Services throughout Different Industry Sectors for Vice Presidents, Directors and Manager Positions



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“1218 focuses on creating a memorable experience with each prospect, client and candidate.” - Tim Bosse

CEOCFO: Mr. Bosse, big and bold on your site is Strategic and Scalable Search. How are you able to do so?

Mr. Bosse: Our primary focus is on vice presidents, directors, and manager positions that are not typically at the C-level which is different than traditional executive search firms. Our primary area of delivery is as a specialist. We specialize in select business sectors and drill deeply into specific functional disciplines, so maybe it is directors of operations and directors of finance. We are specialists with a difference, you might say. Other firms will provide a managing partner and then typically assign associates to provide most of the on-going interaction on the engagements. In our very concise and close partner-led model, the search manager and I, as the Managing Partner, are directly involved from initiation until the candidate has successfully transitioned with the client. It is a difference that has proven valuable to our clients and makes us unique in the industry.

CEOCFO: Was it a deliberate strategy to focus in the industry or did it develop more opportunistically?

Mr. Bosse: It actually is both. The parent company, 1218 Inc., has three separate technology consulting companies that provide implementation and upgrade services through our partnerships with Oracle, PeopleSoft, Salesforce, Bullhorn and others. Nick McCune, the CEO and Founder of 1218, visualized an expansion of services to the healthcare industry that would include a professional search capability. It is a natural fit with these successful businesses.

CEOCFO: When you are considering a potential candidate, what do you look at that perhaps less experienced people do not take into consideration?

Mr. Bosse: What drives us are the specifications of the search, so we sit down and have a detailed discovery session with the client. All searches have a degree of difficulty because of the scope and the types of roles that we are filling. That is why organizations use a professional retained search company like ours. The first thing that we are guided by is the job specification, so it is about what type of experience, the size of the company and the culture. All those questions and details are defined into a job specification. Within our partner-led model, we utilize our off-shore research team in India to support our candidate sourcing efforts. I am responsible for the overall direction of our research team in coordination with our Asia Pacific Director. Once we develop a pool of candidates, that is when we start to find where the alignment is with the job specs. When you are engaged in these type of leadership roles, it really is on a client-by-client basis that you individualize each search. We utilize phone, structured video interviews, and in-person meetings to properly assess the candidates throughout our screening process. One of the differences in our process that sets us apart from other firms is that we conduct the reference checking earlier in the process. The reference checking is something that is very important when you are sourcing senior-level candidates as their work and education history can be vastly different. Education

background, employment background, and peer assessments help us present three to five exceptionally qualified candidates for our clients to consider.

CEOCFO: *Is it common to find problems that might disqualify a candidate?*

Mr. Bosse: It is not common. Most of the people that we are spending time with provide references early on in the process. They have done this in the past and the information is very detailed. The things that have caused challenges in the past would include things such as dates not being accurate or possibly compensation. Historically, it is a validation point, but there have been very few curve balls over my career.

CEOCFO: *When you are working with a company and the description that they are offering, how do you work with them to understand what they really need?*

Mr. Bosse: It is important to know whether or not it is a brand-new position, why there is a critical opening, and how did that occur; was it because of acquisition, organic growth, a very difficult location, difficult division, attrition, or turnover? Once we narrow down the primary reason for the opening or the position, we spend much more time on the details of the role and the qualifications of the role. Then we turn our attention to the company, the culture, the environment and the team. There is a lot involved to provide a comprehensive overview of each company and the detailed job specifications.

CEOCFO: *Which positions are easier to fill and which ones are more of a challenge?*

Mr. Bosse: Our primary industry verticals are healthcare, technology, life sciences, professional services and energy. Traditionally, clinical leadership positions are challenging revenue cycle positions, as are many of the technology leadership positions depending on the type of industry. You have to broaden your search geographically and target key candidates within those areas.

CEOCFO: *How do you work with the corporate culture side of the equation, with the different ideas that millennials might have about a job as opposed to someone who has been around for twenty years?*

Mr. Bosse: Since most of the positions are senior leadership, at some point, candidates are leading a team, a division, a company, or a department. If it is a new client, during our discovery phase we spend significant time with many different people in the organization and not just the hiring manager. We meet with three to five employees which gives us a direct image and insight into the organization. We talk to multiple people in the discovery process which helps us paint the picture of the organization. That is where you get a better feel for the staff that have been there for twenty plus years or ones that have been there for three to seven years. You develop a better picture from the millennials right up to the seasoned and tenured staff. Then, as you recruit, that helps you to be more transparent and knowledgeable about the position. It is easier for us to be open, honest and direct with all of our candidates and clients as these positions are critical within each organization. Going to exhaustive lengths in our screening process is imperative in achieving success for the candidate and client alike.

CEOCFO: *What is the strategy for the next year or so?*

Mr. Bosse: The strategy is to continue to stay focused in the South and Midwest regions. Ours is a region centric and a partner-led model. We will focus primarily on healthcare and emerging technology companies, and continue to build our pool of candidates in those markets. We can only put one candidate in each of the positions and we typically will have multiple qualified candidates. We will continue to develop the relationships with the leaders that are not selected for the job as we consider ourselves to be their talent agents. That is what we will focus on for the first twelve to eighteen months and we will continue to do that in the Chicago and Midwest areas.

CEOCFO: *Why Chicago?*

Mr. Bosse: I am based in Chicago and have strong industry ties there. The Dallas Fort Worth area has one of the largest concentrations of corporate headquarters in the country, a strong economic base and a large healthcare representation. Of course, it is also the Corporate Headquarters of 1218. The region centric model begins with a primary city such as Dallas and Chicago as we expand our footprint with the respective South and Midwest regions. That is a regional focus with a strategic national reach.

CEOCFO: *What attracted you to 1218?*

Mr. Bosse: Under Nick McCune and his senior leadership team, 1218 has created an environment that encourages honest, open and direct communication which has helped our company thrive. It is a company that truly has a close-knit family culture and has grown exponentially. Our three technology consulting companies have expanded quickly with growing offices in the UK and India. 1218 is an organization that does not have any walls and focuses on creating a memorable experience with each prospect, client and candidate. I'm happy to be part of that wonderful culture.