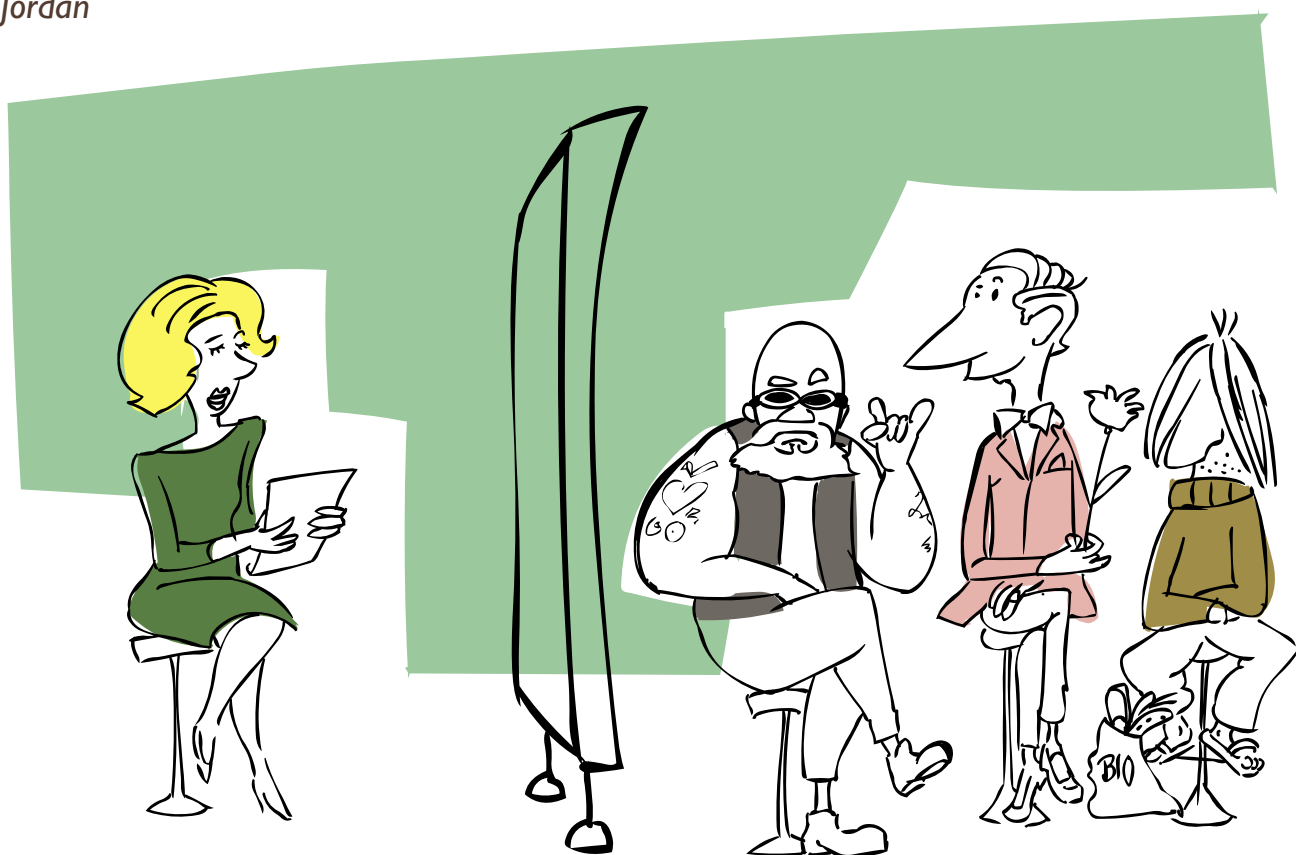


ASKING THE RIGHT QUESTIONS

By addressing some of the most common mistakes in job interviews, managers are able to make stronger hiring decisions.

By Ulrich Jordan



People decisions are the hardest decisions to make. And it all starts with hiring the right people. Few managers have ever received meaningful and professional training for what is one of their most important activities. Yet most of them rank their abilities to select the right candidates highly. Reality, however, does not look so good. In a 2009 international study looking at 20,000 employees globally, the US consulting firm LeadershipIQ found that 46 per cent of all hires failed within the first 18 months. This did not always mean that they left their new organisations but they did not meet the expectations that were set. So what are the mistakes we make in the selection process and what can we do to avoid them in the future?

CLONING OURSELVES If we do not know what we are looking for, it will be hard to find it. Or, as psychologist and philosopher Paul Watzlawick put it many years ago: "As we lost sight of our goal, we doubled our efforts." What we often see in hiring decisions

is that managers select candidates who are a lot like them. This is not too much of a surprise: after all, they have had success in their careers; otherwise they would not be where they are now. So they look for copies of themselves in the hope that their new hires will be as successful as they themselves have been. Most of the time, this happens on a subconscious level. But the results can be damaging. Take an extroverted, results-driven, decisive, no-nonsense CEO: if she selects her new direct reports with the same attributes, the organisation might eventually lack the analytical and visionary skills needed to create the necessary balance to reach their goals.

What we have to define before we begin the selection process is what exactly the new person needs to bring to the table to be successful. What business problems has he been able to solve, what skills must he possess, what crisis should he have overcome, what values are important to him, how quickly does he learn, how does he cooperate in a team and how does he operate under pressure? These are some of the questions we have to be able to answer about each candidate.

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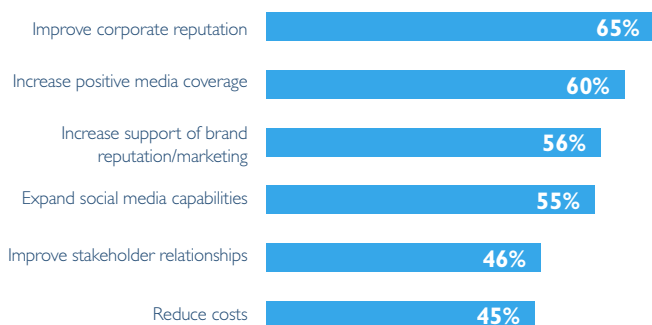
FACTS & FIGURES

Nearly two-thirds (65 per cent) of global chief communications officers (CCOs) say that crisis management experience is today's prerequisite for success. This requirement has nearly doubled since 2007, when 33 per cent said the same. These findings come from the annual survey, *The Rising CCO IV*, conducted by global executive search firm Spencer Stuart and global public relations firm Weber Shandwick. Conducted from January to March 2012, the survey examined the roles, responsibilities and opinions of chief communication officers, with participants of the survey coming from companies based in North America, Europe, Asia Pacific and Latin America. The majority of respondents work in global Fortune 500 companies. Considering that more than 70 per cent of global chief communications officers report that their companies experienced a threat to their reputations in the past two years, it is not a surprise that 65 per cent

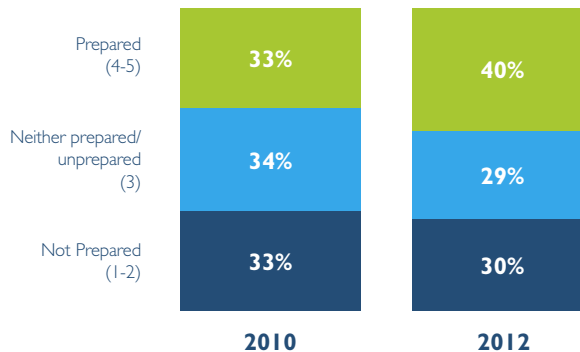
of CCOs say improvement in corporate reputation is their highest priority (below left). Crisis comes at a high cost to organisations that deal with them – most CEOs (74 per cent) spend time on the resolution. It takes approximately 15 months to get past the problem and such crises beget a host of other issues, such as more media scrutiny (60 per cent), more governmental scrutiny (51 per cent) and reduced employee morale (42 per cent). Just four in 10 CCOs are confident that their companies are prepared to deal with a social media-based threat. While this is an improvement from 2010's preparedness level (33 per cent), it still accentuates a high level of discomfort with the lurking risks in social media (below left). Probably for this reason, CCOs rank social media as their top challenge in the year ahead. *Taken from The Rising CCO IV, Spencer Stuart and Weber Shandwick*

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Top Senior Management Expectations for Corporate Communications This Year:



Preparedness for a Social Media Threat: (rated on a 5-point scale)



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COMMUNICATION
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PERSONNEL



Mårten Wikforss
(SVP Communication &
Brand Management)

AB Volvo
Start: July 01



SE: Mårten Wikforss replaces Per Löjdquist at AB Volvo

MARTEN WIKFORSS is the new Senior Vice President Communication & Brand Management at AB Volvo, the Swedish manufacturer of trucks, buses and construction equipment. He replaces Per Löjdquist who left the position on June 30 but remains as advisor until December 31, 2012, when he will retire. Wikforss was previously responsible for Media Relations and Corporate News at AB Volvo, a position he held since 2001.



Sundeep Tucker
(Head, Corporate Communications,
EMEA)
Nomura



GB: Sundeep Tucker joins Nomura from Financial Times

SUNDEEP TUCKER is head of corporate communications for Nomura's EMEA region, having transferred to London from the bank's Hong Kong office where he was head of corporate communications for Asia ex-Japan. Before joining Nomura in August 2010, Tucker was a senior correspondent with the Financial Times, which he joined in 1999, becoming global investment and fund management correspondent in 2004. The following year he became the FT's Australia Pacific bureau chief and later covered pan-Asia regional investment banking.



Frank Klaas
(Executive Director,
Ford of Europe
Communications & Public Affairs)
Ford

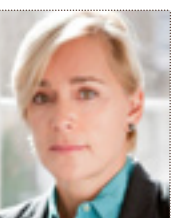


DE: Klaas directs European communications at Ford

FRANK KLAAS has joined Ford Motor Company as executive director, Ford of Europe communications and public affairs. He joins from Jaguar Land Rover, where he was global head of communications, and oversees product strategy, corporate communications and earned and social media initiatives, reporting to Mark Truby, vice president, Ford of Europe communications. Before joining JLR, he worked for General Motors' Opel division, most recently as general director for Opel Communications in Europe.



Katharina Auer
(Global Head, Employee
Communications)
Zurich Insurance Group
Start: May 2012



CH: New global head of employee comms at Zurich

KATHARINA AUER has become global head of employee communications at Zurich Insurance Group. Auer's previous roles include head of internal communications at Rio Tinto, head of global internal and management communications at Shell, head of global internal communications at AstraZeneca, corporate communications lead at GE Capital EEF and corporate communications manager at Corange/Boehringer Mannheim.



Christian Cull
(Head, Corporate Communications)
Vodafone UK
Start: July 30



GB: Christian Cull heads communications Vodafone UK

CHRISTIAN CULL leads corporate communications at Vodafone UK, replacing Aileen Thompson who leaves at the end of August to explore new challenges after eight years with the business. In his new role, Cull reports to Guy Laurence, CEO, Vodafone UK, Cull previously held the role of communications director at TUI Travel, the home of Thomson and First Choice holidays, where he was also a member of the UK board. Cull left the travel operator in December 2011.



Joséphine Edwall-Björklund
(SVP, Corporate Communication)
SCA
Start: October 1



CH: New senior vice president of communications at SCA

Global hygiene and paper company SCA has named JOSÉPHINE EDWALL-BJÖRKLUND as its new senior vice president corporate communications. Edwall-Björklund has held leading positions in communications since 1988 and most recently held the position of vice president communications at Ericsson Global Services. In her new role, she will be a member of SCA's corporate senior management team, reporting to CEO Jan Johansson.

PERSONNEL



Pete Devery
(Director,
Communications EMEA)
Citrix
Start: July 2012

GB: Pete Devery leads EMEA communications at Citrix

Former Microsoft communications director PETE DEVERY has joined Citrix Systems as director of communications for the EMEA region. Devery arrives at the software giant following a decade-long stint at Microsoft, culminating in the role of EMEA PR lead. At Citrix, he succeeds Paul Dobson, who is now senior vice president at WPP's Team Dell unit, and reports to senior director of corporate communications, Eric Armstrong.



Dominique Nadelhofer
(Head of Communications)
MAN Truck & Bus
Start: July 1

DE: Change in communications at MAN Truck & Bus

DOMINIQUE NADELHOFER succeeds Nina Gutzeit as head of communications at MAN Truck & Bus, the largest subsidiary of the MAN SE corporation and one of the leading international providers of commercial vehicles. Nadelhofer joined MAN in 2005 and worked in the investor relations department, before becoming press officer in 2008. He was most recently general manager of MAN Truck & Bus Ukraine for the local sales of trucks and buses.



Stéphanie Heng,
(Director,
Corporate Communications)
Herstal Group

BE: Herstal Group name new communications director

STÉPHANIE HENG, formerly of Euroclear, joins the Herstal Group as corporate communication director, in charge of managing internal and external communication strategies. Herstal is the parent company of small-arms brands manufacturing companies FN Herstal, U.S. Repeating Arms Company (Winchester) and Browning Arms Company. Previously, Heng was manager corporate communications in the CEO's office at Euroclear SA/NV.e.

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EVENTS

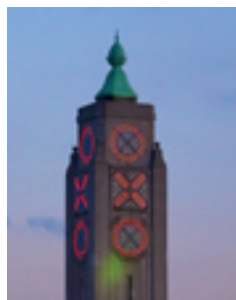


4-7.09.2012 International Conference on Communication in Healthcare

The many facets of communication in the field of Healthcare will be thoroughly explored in this extended conference, organised by EACH and held in the grounds of the University of St Andrews.

► EACH, University of St Andrews, Scotland

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20.09.2012 Leaders in Communications

Leaders In Communications is an event designed to tackle common challenges – both strategic and practical – faced by senior-level communicators.

► PR Week, The OXO Tower, London

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15-16.10.2012 Social Media for Public Administrations & Institutions

This seminar is tailored to the needs of communication experts and other members of staff dealing with the external communication of public organisations and institutions at European, national, regional and local level.

► European Academy for Taxes, Economics & Law, Berlin

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17-18.10.2012 EuroPCom 2012

The third edition of EuroPCom, the European Conference on Public Communication, will bring together communication managers and senior experts of local, regional, national and European authorities. Last year over 600 colleagues participated in this networking event.

► Committee of the Regions, Brussels

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