

Do not start with the shortlist.

Twelve decisions that make an executive search mandate ready for market.

THE READINESS GATE

If the committee cannot agree the business trigger, outcomes, authority and evidence, hold the search.

01

ALIGN

Turn a vacancy into one agreed business mandate.

02

ASSESS

Define proof before a persuasive candidate enters the room.

03

GOVERN

Make recommendation, challenge and final authority visible.

USE THIS BRIEF BEFORE

market mapping, candidate outreach, compensation calibration or interview design.

Can the committee answer each question in one clear sentence?

Tick only where the decision is agreed and evidenced.

☐ 01 Why now? Name the business trigger, not only the vacancy.	☐ 07 Where is the market? Define sectors, adjacencies, geographies and off-limits.
☐ 02 What must change? Approve three to five outcomes for the first 12-24 months.	☐ 08 What is the proposition? Calibrate reward, scope, access, future value and flexibility.
☐ 03 What will success show? Set observable measures at six, 12 and 24 months.	☐ 09 How will evidence be scored? Set weighted criteria, sources and rating definitions.
☐ 04 What authority is real? Record decision rights, resources and constraints.	☐ 10 Who decides? Name sponsor, challengers, advisers and final authority.
☐ 05 What will be inherited? Show the team, reporting line, peers and unresolved tensions.	☐ 11 What stays confidential? Approve disclosure rules, communications and exceptions.
☐ 06 What evidence matters? Separate genuine non-negotiables from familiar proxies.	☐ 12 What enables day one? Define relationships, information, risks and first-90-day support.

DECISION

10-12 **READY**

Commission the search with one aligned mandate.

7-9 **ALMOST**

Close the missing decisions before market outreach.

0-6 **HOLD**

Candidate names will conceal an unresolved brief.

DISCUSS A CRITICAL LEADERSHIP MANDATE

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