



**MJS**  
EXECUTIVE SEARCH

# **HIRING REVOLUTION**

**TRANSFORMATIONAL TALENT  
(RE)DEFINED**

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*Richard Velazquez, PepsiCo*

# SELF-IMPROVEMENT: CORPORATE EDITION

*With technology changing so rapidly, it's easy to get fixated on the future, the next big thing, the bleeding edge. I find that it's all too rare that we stop and take a look at what came before.*



**Matt Schwartz**

CEO,  
MJS Executive Search  
Scarsdale, NY

Take the corporation - how many people actually stop and really look at what corporation means, and where the idea came from? If they did, they might be shocked to learn that corporations existed as early as the reign of the Roman emperor Justinian, circa 527-565 CE. The word itself comes from the Roman word corpus, or body.

This makes a lot of sense, and is a great way to look at the corporate structures we have today. Every employee, every department and business unit, every internal structure in your company can be thought of as an analogue to the human body. There is a brain, eyes, muscles, fingers, arms, a heart, and all the associated pathways and cells and

networks that make it all work together. In that analogy, the executive search firm becomes a skilled surgeon. Hiring becomes a process not of simply putting warm bodies into seats, but one where the position has to be analyzed carefully, its roles and responsibilities assessed, its duties carefully measured and plotted out. We do this in the hopes that whoever is placed there augments the body as a whole rather than weakening it.

Unlike a body, a corporate vacancy leaves a lot of opportunities to enhance and improve. In the two decades that I've spent in the recruiting industry, I've learned that every placement is a chance for growth, and when I started MJS Executive Search

over 10 years ago, I took those lessons to heart and decided that was going to be our cardinal premise. Instead of simply being a surgeon, we would be mad scientists - fashioning companies with bionic eyes and computer-enhanced brains. Instead of taking the safe, traditional approach, we would instead look at every position and think "How can we make this work better? How can we help our clients innovate and change? How can we prepare our clients to face the challenges of tomorrow, instead of simply finding candidates that were good at managing the problems of yesterday?"

*"...It's no longer enough to find people who are good at what they do..."*

And it worked. Since our founding in 2003, we've helped companies fill hundreds of executive positions with visionaries, futurists, and mash-up masters that have helped drive their organizations forward in a time of unprecedented change. Our watchword has been "transformational talent" - the idea that a single executive position, filled with the right candidate at the right time, can completely transform an organization. More than any other executive decision, finding the right person to augment a company can be the single most powerful act a corporation can perform.

Of course, that's where the difficulty lies. The challenges faced by modern recruiters and HR departments have been magnified

thanks to the speed at which the whole world can change. Overnight, companies are being disrupted, old ways of doing things are being supplanted, and whole industries are coming undone and being reimaged. It's a much different landscape than when I started as a senior consultant at Gunderson Partners in 1994, and it's still changing rapidly.

The biggest challenges facing recruiters now, and in the future, are radically different. Positions that never before existed are being created overnight. Executives now have to abandon their silos and become cross-disciplinary masters. Everyone at every level has to understand the power of the Internet. It's no longer enough to find people who are good at what they do - we have to find people who are good at moving and transforming as rapidly as the business landscape. Employees who aren't riding on their experience, but are learning from it and using it in novel ways to innovate and change their positions, even as the world innovates around them. Ideas, like big data, are transforming industries, and more than ever executives that can harness and integrate these new ideas into an existing business infrastructure are needed.

So while you read Hiring Revolution, take a second and think about how your industry has transformed over the last few decades, and how it will transform in the next few decades. Think about how positions will grow and change and evolve, and how transformational talent can help your organization stay ahead of the evolutionary tsunami.

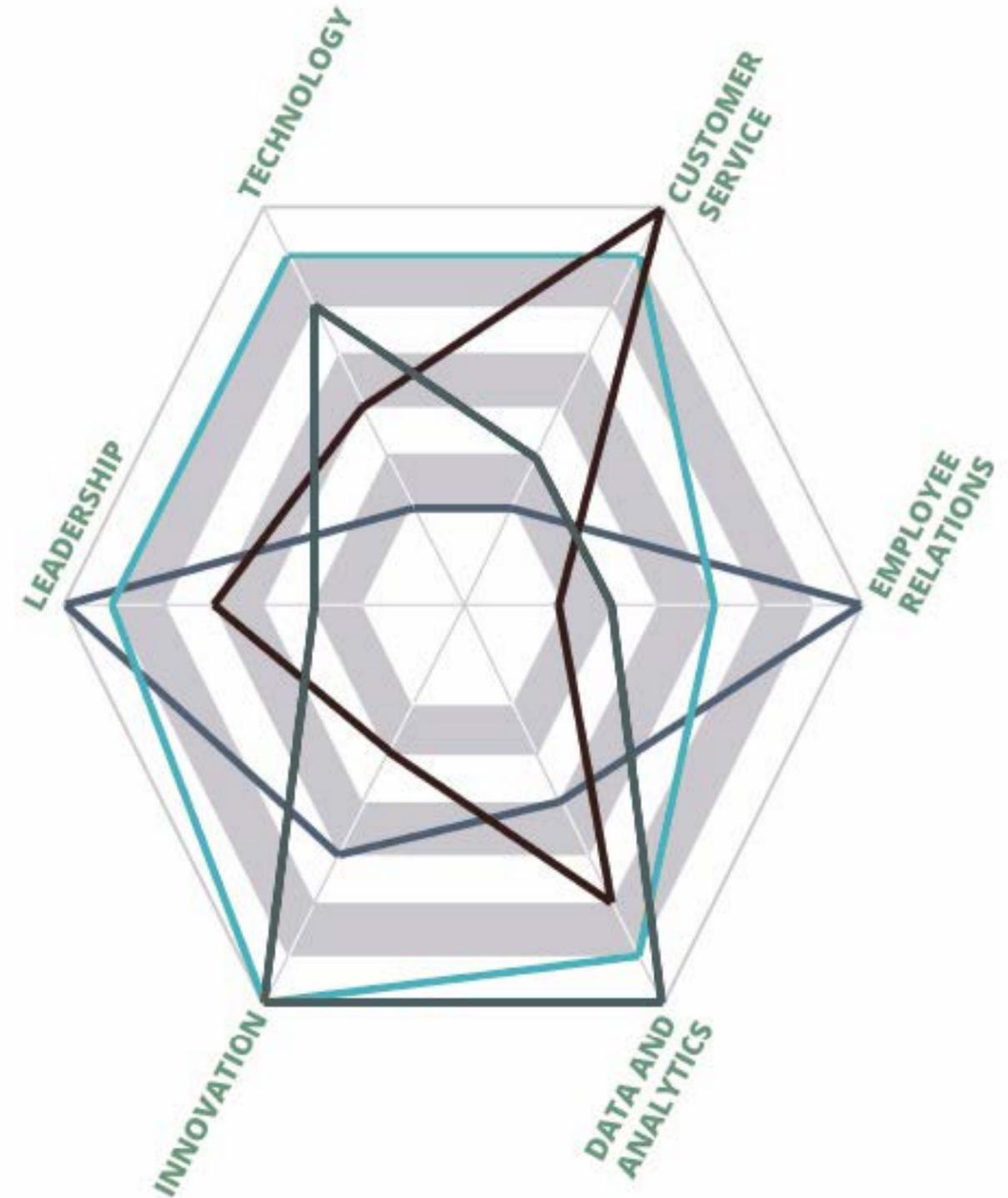
# WHEN TRADITION WON'T CUT IT

*There is a concept, in the disciplines of artificial intelligence and biology, called "emergent behavior". At its most basic, emergent behavior is the idea that small and seemingly unrelated rules and changes can come together to create entirely new behaviors, completely unpredictable by looking just at the rule set that governs them.*

It's important to note that because increasingly, we're seeing the growth of "emergent positions" - non-traditional roles that don't quite fit anywhere on the old org chart. These positions defy being pinned down to one department or business unit, and actively work against siloing. In short, these non-traditional positions are anathema to the way many large organizations have structured themselves over the last few decades... except they work, and work well. Defining a non-traditional position is

hard work. More often than not, they arise naturally to fill a need. Whether that need is a marketer who can also design products, or a software development lead who understands the finer points of customer service, these positions are unique to the organizations that spawn them. When filled with the right people, they can tear down departmental walls, blaze new ground, and act as evangelists, leaders, and visionaries both internally and externally.

So what do these positions look like? We thought very hard and tried to come up with a few examples that could guide you in looking for these opportunities in your own company.



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Talent

# Transforming From the Inside Out With Transformational Talent

*When PepsiCo decided they needed to radically change the direction their vending machine business unit was headed, they didn't reach out to an experienced industry executive. Instead, they recruited a technology executive from Microsoft, for the newly created position: Senior Director of Equipment Innovation.*

Why did the beverage giant take such a radical approach to a common business problem? Largely, it was because PepsiCo understood that the most powerful way to create lasting, meaningful, and profitable change was not through board meetings or business unit leaders, but through human resources. They found that the way to change the direction of their company was by creating new roles within the organization that never existed before and hiring top-performing talent that could approach their industry with fresh eyes and push change, innovation, and leadership. They had discovered the power of transformational talent.

It's hard to pin down an exact definition of transformational talent. Reducing it to the simplest terms possible, it is the idea that the right person in the right position can dramatically alter the course of a company or organization. This sounds glib - after all, isn't the entire point of ALL human resources decisions to find the right candidate and place them in a position where they can shine? Transformational talent defines itself through subtle differences between standard executive hiring and itself. It's Talent Transforming From the Inside Out With Transformational Talent not the similarities

with the standard executive search and retention that make transformational talent so powerful, but the small differences. The devil, as they say, is in the details.

One of the hallmarks of transformational talent is the outsider aspect. While it's possible to recruit these change drivers from within your organization or industry, to be most effective, the talent should come from outside of the usual skill and experience set that would have typically been chosen. Looking outside of the typical recruitment pool allows companies to find candidates who are a great match, but also gives candidates an opportunity to look at the organization's problems through fresh eyes, and to apply new and perhaps unconsidered ideas towards a solution. It's difficult to overemphasize the importance of the outsider aspect, and if there was one characteristic of transformational talent that was paramount, this would be it.

Another marker of transformational talent, vs. traditional executive recruiting, are the positions themselves. While it's possible to find transformational employees in traditional positions, they are much more often found in positions that are new or unique. These positions are either created from whole cloth or come into existence when existing positions are merged or given additional non-standard requirements. These positions rarely exist as standalone executive spots at or near the top of siloed business units. Instead, they are often brought into being at crossroads between multiple departments and act as part liaison and part wrangler to get

different groups within the organization working together more efficiently.

The final qualification of transformational talent is its purpose. The individuals and positions that combine to form transformational talent exist to drive innovation and change - to transform companies from the inside out. These employees don't just add to the bottom line, they radically alter the path that the company takes to go from mission statement to revenue. Transformational talent is brought in when sweeping changes need to be made, and thrive in environments where there is freedom to lead those changes.

#### WHY TRANSFORMATIONAL TALENT AND WHY NOW?

Using unexpected and exceptional candidates in key roles to make major in the way organizations operate is not new. Successful companies have always known that hiring cutting edge talent was a much more powerful tactic than changing policies. Drawing new ideas from unexpected or unusual places isn't particularly new, either. So why has "transformational talent" become such a buzzword lately? In many ways, transformational talent isn't a new concept, just a new label for an old idea. Still, there have been several major shifts, cultural, technological, and corporate, that have accelerated the need for these kinds of executives.

Perhaps most prominent is the Internet and startup culture. This hotbed of new thought has brought us both growth hacking

and the mashup, two key components of transformational talent in the modern organization. The first is a concept based strongly in startup lore – it holds that traditional avenues for growth simply aren't fast enough to support a young startup, and innovative and leading edge strategies are necessary to produce the rapid growth a company needs to succeed. One of the most famous examples of this is peer-to-peer room rental Company AirBnB, whose strategy was to automatically post advertisements for rooms for rent to Craigslist, leveraging an external channel to generate awareness on a mass scale. The mashup, similarly, celebrates the idea that two largely different ideas can be combined to create something greater than the sum of its parts.



Both of these concepts illustrate the environment modern businesses find themselves in. Innovation is not just the currency of the future, it is a necessity. Technology is increasing the pace at which

entire fields are created, destroyed, or altered beyond recognition, and businesses which have failed to keep up have paid the price. Some traditional executive roles, however, are ill-equipped to handle this rapid-fire change. In large enterprises, where innovation once grew from within an organization, the quest for efficiency has made organizations too complex, fragmented, and slow to foster these kinds of internal revolutions. All of these trends are accelerating, and will continue to do so.

*...The rise of transformational talent is the solution to the question: "How will our organization cope with a world moving faster than we are?"...*

The rise of transformational talent is the solution to the question: "How will our organization cope with a world moving faster than we are?" Traditional executive placements will continue to become less optimal - after all, the challenges many companies are facing now are not traditional challenges and therefore must be met with non-traditional solutions. Skill sets that are required at high levels in all industries are changing. They are becoming both broader (many positions now require familiarity with multiple disciplines) and more specialized

(skills continue to become more technical and advanced). This can place traditional candidates at a major disadvantage. Additionally, new positions with radically new skill set requirements (e.g. Director of Digital Media, Chief Innovation Officer, Chief Learning Officer, VP of Collaboration) are emerging daily. This confluence makes a fresh approach to hiring top talent for top positions absolutely mandatory.

#### WHERE CAN YOU FIND TRANSFORMATIONAL TALENT AND HOW DO YOU ATTRACT IT?

Finding and attracting transformational talent to your organization can seem like a daunting proposition. Where does one look for "non-standard" candidates, how do you judge their value, and what do you offer them to make a sometimes dramatic leap from one industry to another? The answer to all these questions, unsurprisingly, begins right at the start of the recruiting process.

Before even thinking about identifying candidates, it's important to understand the role and the key qualifications of the position. This focus on qualifications is the key to transformational employees. Not only will it be impossible to find transformational talent with a job posting that focuses on a long established set of requirements, but cutting-edge talent will be less attracted to seeing "five years of ...The rise of transformational talent is the solution to the question: "How will our organization cope with a world moving faster than we are?"... 12 13 HR management". The candidate profile of the future is a job search of ideas, not job requirements.

The ideal candidate will be a leader with skills that can translate to your needs, rather than someone who fits a checklist perfectly. Unfortunately, many human resource departments aren't set up for this kind of job search, often relying on automated screening to search for buzzwords and specific terms before even looking at resumes. Many older executive search firms do much the same thing, and are ill-equipped to find truly transformational candidates. Finding transformational talent requires looking for the highest performing candidates across a very broad pool of potential employees. It requires being able and willing to explore fields and industries that are only somewhat (and sometimes not at all) related to your industry, and understanding how candidates from these industries can fill the needs of your company.

Attracting transformational talent is, in many ways, even harder than finding it. Because these employees can shift seamlessly from industry to industry, they have a large selection of employment opportunities. Since they are often at or near the top of their career, salary and benefits alone are not enough to get their attention. Because they tend, by their very natures, to be iconoclasts, things like job security, advancement opportunity, and the promise of a long-term fit rarely make an impression.

What attracts transformational talent are the intangibles. Company culture is critical, and a good fit is absolutely required. The ability to work on interesting or challenging projects is of paramount importance. Most

of all, though, these employees need to believe that the new opportunity will give them room to grow, change, and innovate.

Remember - getting a rising star to leave their field and move into something completely new requires a stronger value proposition than many companies are used to offering. In exchange, however, an organization that hires and nurtures transformational talent can often expect to jump to the forefront of their industry.



# NON-TRADITIONAL SKILLS FOR NON-TRADITIONAL JOBS

What are non-traditional skill sets, and why are they becoming so critical when trying to fill executive positions? We've heard this question often enough, from clients and peers alike, that we figured it was high time to answer it definitively. The concept is actually much simpler than it may seem, though it is no less powerful in its simplicity.

Non-traditional skill sets are collections of acquired skills present in candidates that don't necessarily fit a traditional model of the skills and experience required for a given position. Instead of searching for broad qualifications, you evaluate the exact needs of a position and look across disciplines to find individuals who meet your specific criteria. Instead of finding a generic executive who more or less works, you give yourself and your organization the freedom to strip away buzzwords and find an employee who can seamlessly integrate into your company.

This approach can allow you to acquire the skills you need without the risk of trying to poach talent from direct competitors. For example, when Pepsi needed to innovate their vending machine technology, they needed an engineer with an MBA. Instead of trying to find one at a competitor, they

went to the technology industry and found an executive at Microsoft who fit the bill perfectly, even though he wasn't even aware that his skills could be put to great use in the food and beverage industry.

Seeking out non-standard skill sets also gives your employees a broader range of abilities - abilities that are desperately needed in a constantly changing landscape. A Chief Marketing Officer position, for example, has changed tremendously over the last several years. Where once the CMO worried primarily about branding and big picture abstractions, the modern CMO has to concern herself with every single touch point between customer and brand. The focus is now on engagement, digital, and data. Instead of looking for classically trained marketing executives, established companies increasingly have to look for marketers who come from startups, entrepreneurs that have managed to sell themselves as a brand, and other fast-moving industries where fifteen years in a marketing position is less important than the ability to build, energize, and activate communities.

The benefits of finding skills outside the norm might be clear, but the challenge is still finding and attracting people with non-traditional

skills and experiences. The first step is to identify what abilities are needed to support strategic, not tactical, goals. Looking for these non-traditional employees requires being able to take the long and broad view. Instead of focusing on where your organization is, you should instead consider carefully where you want the organization to be five years down the line, and align skills toward that goal.

Candidates should have a broad range of experience, but with a unifying theme running through it. Candidates that have worked in multiple industries, but have focused especially on customer needs, for example. Ideal candidates are also much more focused on personal growth and overcoming new challenges than in a traditional vertically progressing career.

Rather than climbing the rungs of the corporate ladder, these candidates care more about building on past experiences to tackle new problems. A great example is Randal Munroe - once a robotics engineer at NASA, he left the organization to pursue a passion for webcomics, and has turned his website XKCD.com into an international phenomenon by taking high science and wrapping it in the language of emotion and curiosity.

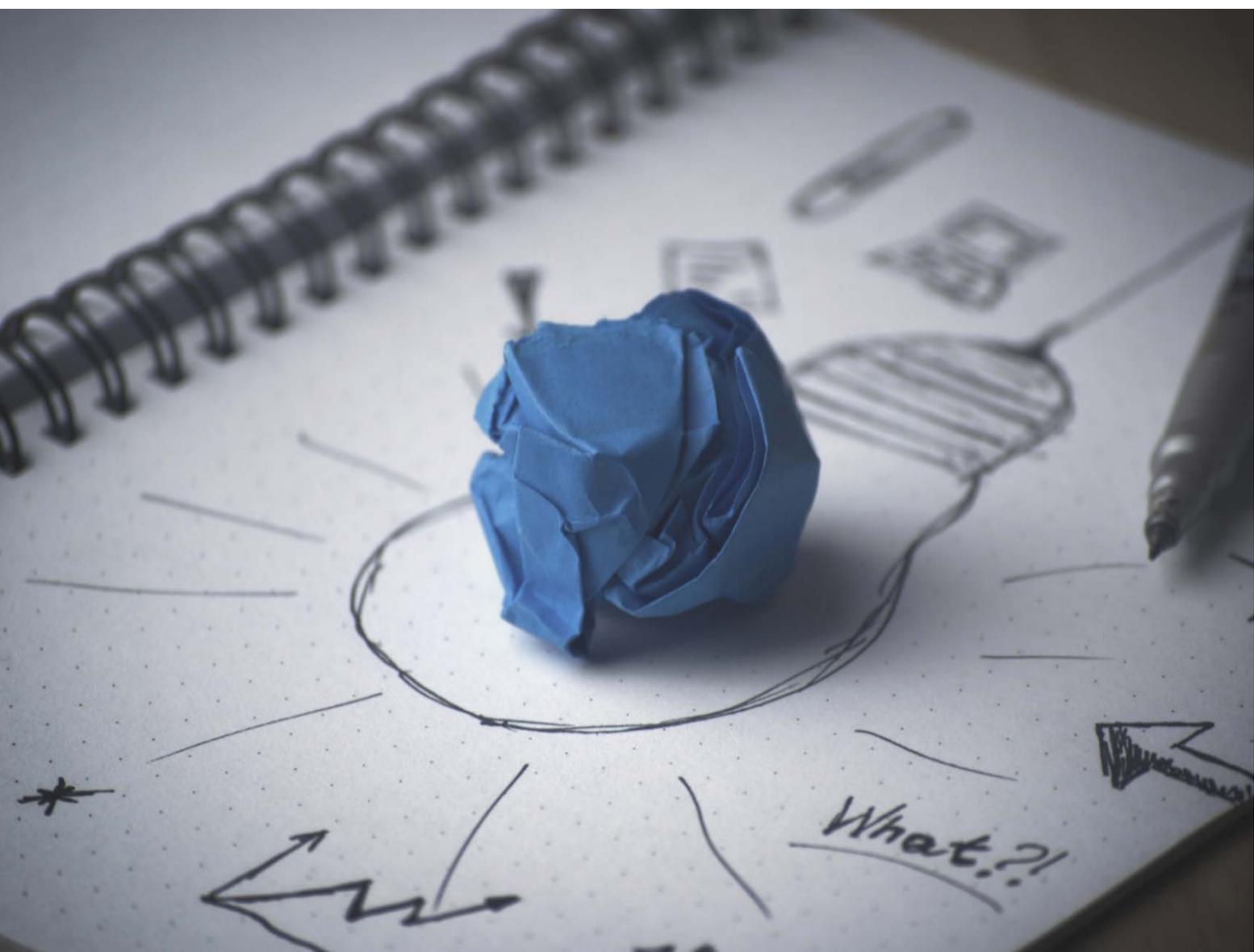
Look for candidates that have difficulty fitting neatly into one categorical or departmental designation. One of the key advantages of placing people with diverse skill sets is to combat the 16 17 growing trend towards siloing, that ever increasing menace of miscommunication and lack of cooperation that mires many



projects and companies, and slows growth and innovation to a halt. By putting multidisciplinary candidates into traditional roles, you can start to undo some of the damage - executives with experience in multiple departments can more easily form bonds and turn competing internal structures towards a common goal.

Most importantly, look at candidates and not job titles. This might be the simplest advice we could give about finding employees with non-traditional skill sets. For many recruiters and HR departments,

though, it's the hardest piece of advice to take. Candidates should meet skill and experience requirements specific to your strategic needs. If you are composing a job posting and it sounds like it can be used interchangeably by any firm in any industry with only a few minor changes, then the posting is too broad and generic, and you will lose a huge opportunity to gain an edge with a non-traditional candidate. And ultimately, that's what your human resource department should be used for - bringing in talent that can innovate you into leadership in your field.



## Breaking out Where To Find Non-Traditional Skill Sets

We can spend hours talking about the benefits of non-traditional skill sets intraditional roles, but it can still be difficult to understand exactly what type of experience meshes well with certain types of positions. Here are some examples.

### ■ Technology and Information

Break out of your industry and look at the broader technology landscape. We like to cite the example of PepsiCo hiring a former Microsoft engineer to get the skills that just aren't very common in the food and beverage industry. Look to tech startup employees looking for a fresh challenge to tackle. The fast pace of the startup world means that they often keep their skills sharper than traditional technology executives, and their entrepreneurial and innovative bent can give you an innovation edge.

### ■ User Experience

Look to your users for a candidate. Who better to speak for your customers than a customer? When placing customer-centric positions, consider who your target audience is and find candidates that match it. Look to public speakers, journalists in your field, and consumer advocacy leaders for a refreshing look at the way your company and products interact with the people that use them. Add in a dash of data and analytics ability, and you have a transformational combination. Roles like Voice of Customer, Customer Advocate, Developer Relations, and the like can especially benefit from an outside-in perspective.

### ■ Marketing

Marketing isn't just marketing anymore. It requires a keen grasp of statistics, data analysis, behavioral psychology, and storytelling. Instead of looking for traditional marketing executives, look for up-and-comers in the media and arts. An independent filmmaker who manages to crowdsource a million dollars to produce his masterpiece clearly understands marketing as well, or better, than many long-time executives. A former data analyst or someone coming from the hard sciences can also make a great addition to the team.

### ■ Human Resources

Instead of looking for a pure human resources candidate, look for candidates in your industry or field that have experience with management and with the specific tasks that your employees perform. So for software companies, look to senior engineers and engineering leads. For manufacturing, consider factory managers and candidates that have worked on the floor. Financial institutions should look to former traders that have moved up to positions of leadership.

Performance

# Transforming the Vending Experience With PepsiCo



# PEPSICO

*In late 2010, PepsiCo realized that they needed a hybrid position to help bring more innovation to their equipment business. Christine Sisler, PepsiCo's VP of Innovation, was tasked with bringing the perfect person on board, and recruited the skills of MJS Executive Search to find the right candidate.*

*The position would need to draw from multiple disciplines, such as technology and engineering, and be able to apply them to the beverage industry. Even more important, this new hire would need to implement change quickly in order to catch up with PepsiCo's competitors who were already using innovative techniques to improve their vending business.*

*We spoke to Christine about how looking outside of the beverage industry helped them find a transformational candidate who could bring innovation and success to their equipment division.*



## Christine Sisler

Vice President,  
PepsiCo Equipment Innovation  
PepsiCo Inc., Purchase, NY

**1. When did PepsiCo realize they would need a whole new kind of position? How did they figure out that someone from a non-traditional placement would be the best fit?**

It was late in 2010 when we realized we had a gap in our portfolio from an equipment perspective. Our competition was already playing in that arena, and we needed to catch up quickly. We realized we needed to advance our capability and enhance our engagement with our customers and their consumers in the food service division. Traditionally, in new hires we look for a trifecta: someone who's technical, innovative,

and has business experience. With this new program and gap in our portfolio, we knew we didn't have the exact trifecta. We have engineering people that have mostly chemical backgrounds (chemical engineers), but we also needed someone with software and digital capability. We looked internally, and had lot of engineering, project management and creative capability, but not necessarily together, nor in the needed disciplines.

In addition, we really needed someone to come in and hit the ground running. That's when we realized we wanted to look at adjacent industries, so folks from

the auto industry, from telephones and other small electronics and appliances, and also from the gaming industry.

We employed MJS to go out and find someone to help transform our organization so that we could quickly increase internal capabilities and jump start the program.

**2. Did you have difficulty framing the position so that it was easy to understand by potential applicants and management?**

Yes, at first we did, because we had to educate internal senior management as to the types of skill sets that we were looking for.

We needed to provide analogies of what we were looking for from external industries, and some people got it quicker than others. We were going from edible consumer goods to hardware. It's a paradigm shift. You're taking a semi-truck and turning it around on a dime.

PepsiCo is already a world class team that can deliver soft drinks, but now we're going to be competing in the world of Samsungs, LGs, and Whirlpools. It required a different type of mentality and design innovation to brand these machines with our products. This was going to be a vehicle to dispense our beverages, and it needed to be able to

have its own brand identity. It had to be emblematic and stand for Pepsi and what we stand for. MJS helped us to articulate and frame the position in a way that was easily understood by a variety of different levels.

**3. What were some of the difficulties you experienced in your search to fill this position?** The biggest difficulty was that the trifecta we were looking for internally didn't necessarily exist. On the smart equipment network (our cloud), it was important for the person we hired to have the skill set to be able to understand digital products and how they can be leveraged by a food and beverage company.

We also needed to provide both growth and product leaders for our business case. We needed to find someone who could deliver what consumers needed today, and build the roadmap for the next five years and beyond. What will younger people expect from marketing technology five or ten years from now? We needed to be innovative and technical, and we needed to be able to build it out quickly.

**4. Once the position was filled and running, how did it impact PepsiCo?**

It was like going through a wormhole; we emerged on the other side, and were up and running so fast. In one year's time, we've created a portfolio of equipment that's not one-size-fits-all. We've made the first giant step for the PepsiCo equipment foundation, and we've built a fabulous base for moving forward. Our equipment was actually a pillar for

gaining the Buffalo Wild Wings account which was primarily a Coke account for years.

**5. Do you think that hiring someone from a completely different background than what would be considered traditional positively impacted the goals you set for this position?**

Absolutely. You build upon adjacent knowns, you build new processes and ideas that can be translated onto your established foundation base. And when you do that, it can take you in areas that you never considered before because their discovery process is different.

In these related industries (like gaming and automotive), they were already advanced. If you think about the navigation system in your car, it knows where you are when you're driving. That technology was already existing and advanced in this adjacent tech, and we're applying it to our equipment. So, it was very easy for them to translate what they already knew and make our application even better.



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## Chief Innovation Officer posted March 12, 2020

We're a leading Fortune 500 consumer packaged goods company, and one of the top producers of health and beauty products in the world. Founded in 1895, we rely on our history to guide us as we move forward with the unique challenge of repositioning our product line to appeal to a younger and more digitally savvy customer. Over the next several years, we will be refocusing our products and branding to reflect these challenges.

The position will head up our efforts to create new product lines that meet the needs of the modern consumer. The ideal candidate will be able to seamlessly blend our traditions and heritage with the realities facing our industry, and find new and creative products, marketing approaches, and niches for our products and services. The position will exist outside of the departmental hierarchy and interface with all department heads to coordinate projects and strategy.

### Key Responsibilities will include:

- The Chief Innovation Officer will be focused on developing new and innovative products and opportunities for expanding the target consumer to Millennials
- Collecting, analyzing, and interpreting data on customer behaviors and trends from multiple sources, internal and external, then using the results to identify opportunities for growth and innovation
- Identifying trends and market movement in the health and beauty space, as well as broader trends through the use of direct customer surveys, industry and general publications, social listening, and other information gathering techniques
- Building corporate and product strategy based on collected information, including marketing and sales strategy, product design, brand positioning, digital and traditional initiatives, sales, and warehousing and distribution
- Coordinating and managing multi-departmental projects, creating and facilitating internal structures, policies, and approaches to create an atmosphere of innovation, and ensuring that every employee has a chance for innovative ideas to be heard, evaluated, and implemented if they show value
- Ability to evaluate and apply new technologies and capabilities to our current processes and products

### Additional Responsibilities Will Include:

- Hiring and interfacing with outside agencies
- Providing product development guidance to R&D teams
- Product refinement

### Candidate Qualifications:

- Strong Analytical Abilities: Experience with big data and a solid mathematical/research foundation is a must
- Engineering or Product Design experience: Must have experience or training in product design and development, from customer research to prototyping and production
- Familiarity with Research Methodology: Must understand how to solicit customer feedback from multiple channels and transform findings into actionable insights
- Familiarity with Stage Gate Process to drive innovation and new product ideas
- 10+ years in marketing
- MBA

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About

# MJS Executive Search

MJS Executive Search is a boutique retained executive search firm working on searches throughout the U.S. and Canada. For years, we have cultivated a specialty in locating extraordinary executives in the unlikeliest of places. In the process, we have helped companies re-envision their brands, their product offerings, and even themselves.

### FUNCTIONAL SPECIALTIES:

- Marketing
- Sales
- General Management
- Digital/Interactive
- Social Media
- PR & Corporate Communications

### INDUSTRY SPECIALTIES:

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- Internet & E-commerce
- Entertainment, Media & Sports
- PR & Communications
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