



Since 1989 DHR International has been a leader in nonprofit executive recruiting. With an international roster of nonprofit consultants and clients, DHR's Nonprofit Practice is the largest nonprofit specialty group of any general search firm in the country.

In addition to executive recruiting, DHR's Nonprofit Practice provides strategic planning, succession planning, executive integration, organization assessment, and compensation and executive coaching.

#### What sets us apart?

- Two-year guarantee on all placements
- Fifty offices worldwide—more than any other retained executive search firm
- Recruiters with years of both executive and nonprofit board experience
- Search consultants who lecture globally on nonprofit trends and issues
- Oversight of a leading nonprofit executive development program (Rutgers)
- Full range of consultative services in addition to executive search
- Recruiting from both for-profit and nonprofit sectors
- In-depth electronic questionnaires completed by every candidate
- Market Analysis Report presented with initial slate of candidates
- Behavioral leadership assessments, reports and comparison of all finalists
- Optional *Leader Assimilation* (executive “pre-boarding”)

**James Abruzzo** has 28 years of uninterrupted professional experience as a retained executive search consultant to nonprofit organizations — more than any other executive search consultant working in the sector. He has placed more nonprofit executives than any other executive recruiter in the field. He leads DHR's Nonprofit Practice and is Managing Director of the firm's Newark, NJ office. James is also Co-Director and Co-Founder of the Center for Nonprofit and Philanthropic Leadership at the Rutgers University Business School. He is the author of *Jobs in Arts and Media Management*.

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**Michael Burroughs** has 12 years of global experience in nonprofit and corporate executive recruiting and 14 years of corporate leadership experience in a variety of organizations. He has served as the Organization Development officer for divisions of three Fortune 100 companies and is a noted executive developer, coach and change management consultant. Michael performs all assessment and leader assimilation processes for DHR's Nonprofit Practice. He serves as Managing Director of the firm's St. Louis, MO office.

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## *Leader Assimilation*®

Innovation in  
Nonprofit Executive Recruiting



James Abruzzo & Michael Burroughs  
DHR International, Nonprofit Practice

[www.dhrnonprofit.com](http://www.dhrnonprofit.com)



# DHR's Leader Assimilation®

The incoming leader of a nonprofit organization enters an environment of multiple stakeholders—board, staff, volunteers and community. To be successful, the leader must be prepared for different and sometimes conflicting expectations.

The first 90 days often determine the success or failure of a new leader, so it is critical that valuable time is not wasted. A recent study has shown that by 6 months new leaders are expected to provide a return on their investment to the organization. Few organizations can afford to wait so long, yet once a new leader is onboard success is assumed, hoped for and generally left to chance...often with disappointing results.

- The statistics regarding new hires suggest that 64% of newly hired executives will not succeed in their jobs.
- 50% will quit or be terminated within three years.
- 40% will fail within the first 18 months.
- 18% will not make it through the first year.

DHR has a way to improve the likelihood of the new leader's success in both the short and long term. DHR's *Leader Assimilation* helps insure that the new leader will provide a quick return on your investment.

# How DHR's Leader Assimilation® Works

## LEADER ASSIMILATION INITIATED

### Offer Accepted

As soon as an offer is accepted DHR will begin the assimilation phase. It is an intensive effort that involves interviews with the new leader, the supervisor (or board), peers and all direct reports conducted by an experienced DHR *Leader Assimilation* consultant.

### On-Site Interviews (2+ days)

The process involves at least two days of on-site interviews,

### Report Preparation (1 day)

the writing of a detailed report for the incoming leader,

### Report Debriefing (1 day)

a one-day meeting with the new leader to discuss the details of the report and

### Facilitate Kick-Off Meeting (1 day)

a half-day kick off meeting facilitated by the process consultant for the new leader and all direct reports *on the start date*.

### Follow Up at 30, 60 and 90 days

DHR will follow up with the new leader at 30, 60 and 90 days to continue to facilitate a smooth assimilation.

## LEADER ASSIMILATION COMPLETED

# Why DHR Offers Leader Assimilation®

Research shows that an enhanced recruiting effort and a managed assimilation process prior to the start date make a significant difference in the short and long-term success of the new executive.

DHR has enhanced its recruiting effort with more data-gathering steps and behavioral style profiling to improve candidate selection. Through DHR's *Leader Assimilation* the new senior executive is up to speed with an intact, cohesive management team in a few days rather than several months.

Call it "search insurance." This is not "on-boarding," which begins when the executive arrives; rather, it is "pre-boarding" as the critical steps take place *before* the new leader's start date. The additional cost of this service is minimal when compared to embarking on a new search due to executive failure. Similarly, the return on investment is high when good placements are given the tools they need to succeed.

If your organization is contemplating an executive search or is already engaged in a search process, contact DHR for a confidential and complimentary discussion of your specific needs. DHR will suggest the best approach and timeline to insure the long term success of the search and the sustainability of your organization.