



Actionable Strategies and Tools To Rapidly
Increase Your Company's Performance and Profit

Bob Prosen, Founder and CEO

- Monthly Webinar Series
- Actionable Strategies
- Real World Results



www.BobProsen.com



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Increase Your Company's Performance and Profit

How To Hire The Right People!

Hire Right

Most Important Decision A Leader Makes

Wrong

Right

Results Suffer

Progress & Improvement

Over Manage

Get More Time

Performance Problem

Results Focused

Morale

Change Agent

Expensive

ROI

The Must Have's

Accountable

Smarter Than You

Passion

Proven Capabilities

Ethical

Hiring Sequence

Position Description



Position Description



Position Description

Chief Operating Officer Position Description

Company Information

A full-service transportation and 3rd-party logistics provider specializing in all modes of transportation and warehousing services including pool distribution, less-than truckload (LTL), truckloads, local cartage, expedited services ranging from envelopes to truckloads, cross-docking, intermodal, consolidation, warehousing, pick and pack, traffic and inventory management. As an asset and non-asset based company, we have the flexibility to determine the proper mode of transportation for our customers' shipments to the benefit of our client and their customer.

Position Reporting and Scope

- Reports to the president and CEO
- Responsible for all company operations and customer satisfaction
- Direct reports include CFO, ...
- Full cost center responsibilities to include budget and performance to plan

Candidate Requirements

- Strong business and financial acumen
- Able to create strong working relationship with sales
- Capable of growing operations 3X
- Quick learner able to understand and lead all aspects of the business to include - courier, distribution, warehousing, logistics, brokerage
- Create seamless hand off from sales
- Excellent customer management skills
- Ability to effectively use systems, technology and processes to efficiently manage and grow the business
- Improve capabilities of the team and efficiently utilize resources to scale the business
- Develop performance metrics and processes to ensure required results are achieved
- Establish and document best practices
- Ensure all regulatory and compliance measures are met within DOT, TSA, etc guidelines
- Ensure all agents are compliant
- Negotiate contracts with vendors and agents

Candidate Skills

- Excellent judgment and decision making
- Pro-active and strategic thinker
- Action oriented
- Proven leadership skills
- Open, direct with ability to deliver both good and bad news
- Excellent communication skills and people skills
- Empathetic with the ability to make tough decisions in the company's best interest
- Project management and scheduling experience
- Analytical, data driven approach with an attention to detail
- Ability to work unsupervised
- Strong system and technology experience

Background and Experience

- A minimum of ten years proven experience in logistics and transportation industry
- A minimum of ten years managing and evaluating personnel
- At least five years in a senior leadership position
- Four-year college degree preferred
- Track record of ever increasing responsibilities
- Verifiable results from previous positions
- Operations background and hands-on experience
- Five years of P&L and cost management experience

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5

Search



People You Know



Referral From Someone You Trust



All Other Alternatives

6

Interview

↓
Phone Screen

↓
Multiple Team Members

↓
Make A Choice

↓
Check Background, References
And Credit

COMPANY LOGO

Management Interview Questions

Background and qualifications:

- Are you currently employed? If so, why are you leaving your current position?
- If unemployed, why and for how long?
- Have you ever been terminated? If so, why?
- What is the role of the manager? What is the manager accountable for?
- How long have you been a leader of people?

Results:

- For the achievements listed on your resume explain the differences between the results and the targets. (Target specific accomplishments on resume we want the candidate to explain)
- How were your targets established and by whom?
- Over the past X years how many times did your team meet or exceed goals?
- Show me samples of the reports you use to manage your department.
- Give an example of a time when your team missed achieving a goal and why.
- What are you most proud of accomplishing?

Behavior:

- What does the word "accountable" mean to you?
- How do you ensure everyone on your team is accountable?
- Are you a proactive or reactive person? Give examples.
- What do you do when it looks like objectives aren't being met?
- Describe your management style.
- What do you expect from managers who don't report to you? How do you handle situations if you don't get what you need?
- What do you expect from your manager (candidate's leader). What do you do if you don't get what you need?
- Give an example of something you strongly believed in and proposed but that was turned down. What did you do about it?
- How often do you communicate with executives and on what subjects?
- What are the first things you will examine if you get this job? Why?
- How will you get to know our business?

Knowledge and experience:

- How do you establish your business goals and those of your team?
- What departments and business functions have you directly managed?
- How many people have you managed directly? How many direct reports have they had? Total responsibility for how many?
- Have you been part of an executive leadership team? If so, in what capacity and how have you worked with that group?
- Describe an ethical issue you dealt with.
- Describe your current/previous relationships with your manager. What would you change and why?

- Explain how you built teams and changes you've made.
- Have you had to terminate anyone? Explain why and the process followed.
- Have you been responsible for your own cost center? If so, how did you budget and manage expenses?
- Have you developed financial justification investments? If so, how were they prepared and what role did you play?
- In a down market what needs to be done to meet goals?

Summary questions:

- If you had 3 things in your career to do over, what are they and why?
- What are 3 things you are non-negotiable about enforcing?
- Why do you want this position?
- What questions do you have of me?

**Insist on Specifics &
Let The Candidate
Struggle!**

Reference Checks

↓
Previous Bosses

↓
Former Employees & Customers

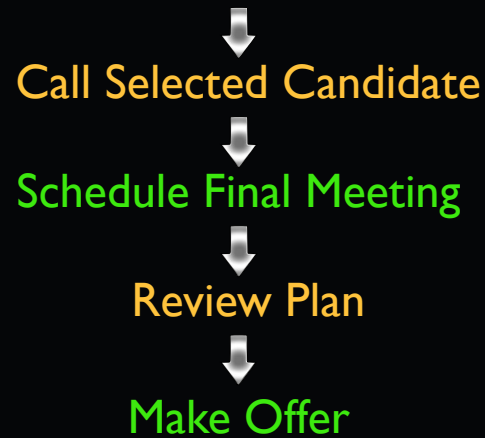
↓
Professional References

↓
Anything You Tell Me Will Be Held In The
Strictest Confidence

Reference Check Questions

- Verify employment dates & salary
- Overall performance rating
- Specific strengths
- Shortcomings
- Explain position and ask how person would fit
- Probe for specifics
- Would you rehire the person?

Final Interview & Offer



On Boarding Process

- Assign someone to chaperone for two days
- Schedule short meetings with key colleagues
- Office set up with all systems and name
- Organization chart with phone numbers
- Benefits, security and systems access
- Introduce new employee to his/her team

Testing

?

It's a Personal Preference

Job Skills & Personality

Resources

<http://bit.ly/e4like>

http://en.wikipedia.org/wiki/Employment_testing

THANK YOU!

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Chief Operating Officer Position Description

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