



BRICK HOUSE  
PARTNERS

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**“10 SIMPLE TRUTHS OF FINDING GREAT MARKETING  
& ADVERTISING TALENT THAT FIT”**





## BACKGROUND

### PERSPECTIVE FROM 4 CAREER VIEWS

- Agency - Lowe, Brokaw
- Client - Bob Evans, Sherwin-Williams, Rubbermaid
- Agency Review Consultant - The Rojek Cutcher Group
- Executive Search - Brick House Partners LLC





## BACKGROUND

### SOMETHING IS WRONG

- Average tenure for a CMO 2004-2007 is 24.3 months
- More open positions now at CMO than ever before
- Agency client relationships average 2 years
- Marketing has lost luster and influence in executive quarters





## BACKGROUND

### SOMETHING IS WRONG — WHY?

- Short-term results pressure
- Uneven abilities of CMO's and agencies to apply accountability metrics to support and track marketing recommendations/programs
- Expectations misalignment
- Cultural fit misalignment





## BACKGROUND

### PURPOSE FOR THIS DISCUSSION

- Re-orient marketing & advertising talent search toward enduring issues; key issues like focus on fit, track record and skills and values, and a transition from "This is what we do" to "This is what we believe".





## STARTING POINT

### WHAT'S A SIMPLE TRUTH

- It connects intuitively and it matters

But do we practice it vigorously?





## SIMPLE TRUTH

### # 1 - TALENT IS TABLE STAKES

LOOK AT THE QUALITY OF THE PERSON AND THEIR FIT WITH  
YOUR COMPANY

- There is no search so narrow that only one person has the right experience
- Marketing/advertising is about problem solving and problems...quality people rise to the challenge differently in a consistent manner
- Fit allows people to activate the company resources effectively





## SIMPLE TRUTH

### #2 - THE BEST EXPERIENCE IS CIRCUMSTANTIAL

LOOK FOR PEOPLE WHO HAVE BEEN THROUGH WHAT  
CONDITIONS LIE AHEAD OF YOUR BUSINESS — THAT'S WHAT IS  
MOST IMPORTANT

- Category experience is over worked
- Look harder at the relevance in people's careers
- Hire people for what's ahead versus the issue of now
- Metrics accountability and progressive thinking in digital marketing are premium





## SIMPLE TRUTH

### #3 - YOU CAN TELL A LOT ABOUT A PERSON FROM 4 SIMPLE ATTRIBUTES

LOOK FOR COURAGE, CURIOSITY, THOUGHT LEADERSHIP, AND  
PERSUASIVENESS – THEY'RE THE MOST IMPORTANT  
CHARACTERISTICS FOR MARKETING/ADVERTISING

- Marketing and advertising agency work is lonely, early adopter, leadership work that takes courage
- Many opportunities for personal standards degradation
- Curiosity and thought leadership are entwined and represent the intersection of intelligence and passion
- Thought leadership requires persuasive selling





## SIMPLE TRUTH

### #4 - FIT IS EVERYTHING

#### PROJECT CANDIDATES INTO YOUR OPPORTUNITY

- Into the responsibilities
- Into the group they would lead
- Into your customers
- Into your company's culture
- Into their collaborative peer group
- Into the processes and protocols they need to succeed in/with





## SIMPLE TRUTH

### #5 - DIFFERENT SOLUTIONS ARE GOOD AT DIFFERENT TIMES

PAUSE EVERY TIME A ROLE IS OPEN AND EVALUATE WHETHER  
IT'S A GOOD TIME FOR SOMETHING DIFFERENT

- Eliminate inertia-based replacement
- People are what really change company direction not strategy articulation
- Review and update job descriptions of an open position and within their group





## SIMPLE TRUTH

### #6 - TALENT IS ATTRACTED TO TALENT

YOUR CURRENT TEAM DEFINES THE TALENT YOU CAN ATTRACT, SO SHOW CANDIDATES YOUR BEST PLAYERS

- It's like college football recruiting
- How you treat them and their capability are key
- It doesn't happen over night...start with a few pillars





## SIMPLE TRUTH

### #7 - TALENT IS ATTRACTED TO AUTHENTICITY

GREAT TALENT WANTS TO UNDERSTAND AND INTERNALIZE YOUR VALUES, HUMANNESS AND REALNESS, SO LET IT SHOW

- Changing jobs is risky, you need to create trust
- This creates emotional commitment and that helps negate issues that arise





## SIMPLE TRUTH

### #8 - IT'S ABOUT SELLING

TO GET THE BEST TALENT YOU NEED AN IMPACTFUL, WELL-ROUNDED SELLING STRATEGY FOR EVERY SEARCH

- No such thing as a buyers market for the best talent
- Share a vision and issue a challenge
- Well written job descriptions have impact





## SIMPLE TRUTH

### #9 - PROBLEMS COME IN SMALL PACKAGES

DRILL DEEP TO FIND CANDIDATES' LITTLE DEAL BREAKERS

- Understand how and what candidate's are emotionally wired to
- Just like marketing...understand influencers
- Where are they with other opportunities?
- Heavy travel has become an issue for candidates
- Relocation has become an issue for candidates





## SIMPLE TRUTH

### # 10 - REFERENCES SHOULD WORK HARDER

MAKE REFERENCES MORE THAN A ROUTINE — THEY CAN BE KEY TO HELPING YOU DETERMINE FIT

- Early phase if needed for additional candidate perspective
- Ask references to rate a candidate on key dimensions and derive strengths/weaknesses and issues from this
- Ask references to project a candidate into your opportunity





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