

## In This Issue

- **MRINetwork Insight into Global Hiring Trends – April 2010 Issue**
- 15 Great Leadership Questions
- Closing the Employee Performance Gap: Boosting Competitiveness & Profit

### Recent Success Story

*The Kensho Group recently placed a Director of Clinical Affairs for a high profile Ophthalmic start up. Our chosen candidate brought over 20 years of large scale medical device clinical trial experience with a sizeable portfolio of completed IDE trials. Her ability to manage the entire clinical life cycle along with strong team management skills made her the ideal choice.*

### Star Candidates

*The Kensho Group is currently working with the following Top Performers who are open to advancing their career with the right opportunity. They have proven track records in their fields and are ready to apply their expertise to grow your business.*

- **Dir / VP Eng** – Minnesota, Cardiac and Neuro Device background
- **Manager**– Arizona –Implantable Cardiac Device Sales
- **Director, Sales** – NorthEast – Cardiac Valves
- **Field Clinical Engineer** – South East– Cardiac Ablation and Cardiac Rhythm Management

## MRINetwork Insight into Global Hiring Trends - April 2010 Issue

*[Each month, MRINetwork uses the combined expertise of over 1,100 offices in more than 35 countries to publish an update on hiring prior to the Bureau of Labor Statistics (BLS) numbers being released on the first Friday of the month.]*

*“Right now, a lot of employers are taking their time when hiring... and the result is that when an offer is at last made, top candidates have already been hired,” says McKinnon. “...Greater expediency will be needed for companies to secure top talent.”*

### The Light In the Tunnel

Yet again, the global economy seems to be stepping back from the brink. A sovereign debt crisis in Greece was seemingly averted after an E.U. plan provided backstop funding for the country. To the relief of observers, Greece just successfully sold 5 billion euros worth of seven-year bonds...

...“Over the last few years we’ve seen so many cards thrown into the air. We are at last seeing some of them land, forming an image of what the future looks like,” says Tony McKinnon, president of MRINetwork...

The hypothetical futures for the United States floated over the last two years have included a second great depression, massive inflation, 15 percent unemployment, a nationalized banking system, the decline of the U.S. dollar, socialized medicine, and the end of American style consumerism.

“While the playing field has changed, what we are seeing seems to be markedly less dramatic than what was predicted by some as little as six months ago,” notes McKinnon...

“There is a lot of pent-up everything right now, from consumer spending, to hiring, to business investment,” continues McKinnon. “A few months of noticeable job growth could take the cork out of the bottle and spur employers who have resisted putting their hiring plans in gear...”

[click to read the rest of the update...](#)

## Current Searches Include:

Cardiac Rhythm Management Co – FL

- Sales Rep
- Field Clinical Specialist

Implantable Neurostimulation Co – MN

- Sr. Systems Engineer

Transcatheter Valve Co – CA

- Director , Clinical Affairs

Wireless Neurostimulation Co – TX

- ASIC/RF Engineer (contract)

Glaucoma Med Device Co – So. Cal

- VP, Clinical Affairs

## **Link to Our Expertise**

The Kensho Search Advantage  
*The Right Partner Makes All The Difference*

Resources for Clients  
*Recruiting services to help you succeed*

The Kensho Group Search Approach  
*Insight, Expertise, and a Comprehensive Process*

Help for Candidates  
*Resources to upgrade their career*

Helpful Links & Downloads  
*Articles, Hiring Tips, and Industry Links*

## **About The Kensho Group**

The Kensho Group is a high-integrity executive search company, specializing in providing management and executive recruiting services for Medical Devices companies throughout the US as well as globally.

We focus on Cardiovascular, Neurological, and Ophthalmic companies needing executives, managers, and specialized talent with technical knowledge in areas such as Clinical and Regulatory Affairs, Research & Development, and Sales. Our clients include small to mid-size firms as well as Fortune 500 companies.

# 15 Great Leadership Questions

– by John McKee

*Many leaders fail to effectively tap in to the knowledge and experience of their team. Executive and leadership coach John M. McKee says this is like working with one hand tied behind the back. In this article, he shares questions any leader can use to improve results and morale.*

## 1. "What can I do to make you more effective?"

That is one of the first questions I ask new clients. It gets a dialog going. It encourages a thoughtful reply. For those reasons alone, it's a question that I recommend to any leader who's looking for a candid and insightful communication with his or her team members.

I started using this particular one as my key "starter question" years ago when I was a leader in large corporations like DIRECTV and Hudson Bay Company. I always found it valuable in those environments, but it worked for me in start-ups just as well. Good leadership questions aren't just for those who work in large organizations or businesses. They'll work equally well for someone with a small team. That's because everyone has opinions, and when given a chance, in a safe environment, they'll share them. Great questions can bring great insight. They can help you make important changes and facilitate progress.

Here's a list of the best questions I've frequently heard being asked by great leaders. Test them out and see which ones "feel" most natural. Find out which ones provide you with the most meaningful responses. Then make them a continual part of your leadership approach:

2. What's keeping you from falling asleep at night?
3. What one thing should I do more? (or one thing I should do less?)
4. What roadblocks are holding you back? (or preventing your projects from moving ahead?)
5. What's the most important issue you are dealing with right now?
6. What do our competitors do better than us?
7. If you were in my job, what's the first thing you would you do?
8. What do we do better than anyone else?
9. How can I improve your team's productivity?
10. What are the two key behaviors of our leadership team?
11. What one thing can we do to make our weekly meeting more effective?
12. What are your top three goals for next month?
13. What's waking you up at 3:00 in the morning?
14. When you think about our goals, what are we forgetting?
15. If I could do just one thing for you as a result of this discussion, what would it be?

Leaders who use these open-ended questions, and others like them, will learn a lot. They hear statements and ideas, often for the first time. If you use any of them, I recommend that you follow up with the person who gave you the feedback. Send her or him an e-mail (or better yet, send them a handwritten note, which is much more meaningful) to tell them that you appreciated their candor.

Finally, if you change anything as a result of his or her feedback, tell everyone!...[click to read more ...](#)

We are dedicated to continuous improvement, a strong relationship-driven approach to recruiting, and best-in-class practices that will provide exceptional value-added services to each and every client and candidate.

**Kensho: 1. path to enlightenment  
2. wisdom-insight for long term transformation**

### Contact Us

<http://www.theKenshoGroup.com>

Jay.Kshatri@theKenshoGroup.com

The Kensho Group  
5100 Tilghman Street  
Suite 300  
Allentown, PA 18104  
(610) 395-6923

# Closing the Employee Performance Gap: Boosting Competitiveness & Profit

– by Howard Deutsch

*Raising the level of performance of the weakest performers in each job category can have a dramatic impact on the profit of any company.*

Creating an environment where there is no place to hide poor performance:

After many years of reengineering, downsizing and the use of endless performance enhancement initiatives, most businesses are still inefficient. One of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the organization to senior management, and little has been done in this area. Raising the level of performance of the weakest performers in each job category can have a dramatic impact on the profit of any company. While many companies are rightfully focusing on technology and strategic solutions to expand profit margins, other opportunities to increase staff performance are frequently overlooked.

Employees are the most important asset of any organization. Fielding a winning team is critical to the ability of any company to compete effectively and to thrive, and top performing employees are the foundation of winning teams.

### The Employee Performance Gap:

...Survey comments received from employees at all levels of organizations include complaints about some employees that are minimally productive and other employees that are disruptive.

There is a huge gap in performance between the strongest and weakest employees performing the same or similar jobs in most organizations. We call this performance differential the Employee Performance Gap... Closing the Employee Performance Gap can provide breakthrough increases in profit at most companies, even if their profit is already at all-time high levels.

Managers and the strongest employees often spend much of their time fixing problems caused by the weakest performers. This creates an enormous drag on organizational performance and serves to de-motivate top performers, a situation few organizations can afford to tolerate... Based on a wide range of consulting reviews, we have found that 20-30% of a company's staff cost, including management and employees, is spent fixing things, performing rework, correcting errors and handling customer complaints because something wasn't done right the first time...

### Picking a Winning Team:

...As in sports, corporate managers and team leaders should have a clear understanding of the relative performance of each of their players. While some corporate managers know the performance of each of their employee, many do not accurately measure and assess the performance of their team members. Of equal importance, those managers who have performance measurements often avoid or have difficulty using measurements as a tool for increasing the performance of their employee.

All managers should ask themselves every day, is my team a winning team and do I have the right players, playing at peak performance to win? If the answer to these questions is no, or I'm not sure, what can be done to

increase performance of employee and create a winning team?

Closing the Employee Performance Gap:

...Following are 16 action steps that managers can take to quantify and close the Employee Performance Gap:

1. Identify the success factors and desired results for each position.
2. Establish and communicate meaningful standards of performance excellence...
3. Measure staff performance based on the performance standards.
4. Share the results...

Management's Role:

... There is an important role for both managers and human resources in increasing overall employee performance...

[\*click to read more ...\*](#)

*You have received this email because our research has shown that you might be interested in hearing about topics such as these. If this email has reached you in error, we apologize. If you wish to stop receiving future emails on similar topics, please reply accordingly to this email.*