

The Kensho Search Advisor

Insightful Recruiting for Medical Device Executives

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Recent Success Story

The Kensho Group placed a Director of R&D with a mid-sized medical device company in Minneapolis focused in the use of cryotherapy ablation devices for image guided surgery of various cancers.

Our candidate, with an MS in Electrical Engineering, had significant R&D and Software and Hardware Development background in implantable cardiac rhythm management and neurostimulation devices. His experience with managing strong cross-disciplinary development teams, extensive interaction with KOL's, along with a mixture of technical acumen and business savvy made him the best choice against a strong field of candidates.

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.

- **Director, Sales** – S. East, Surgical Ablation Device
- **Director, R&D** – S. Cal, Implantable NeuroStim

MRINetwork Insight into Global Hiring Trends - December 2009 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.]

"Anyway, we continue to live in interesting times," said Paul Krugman in an unusually understated conclusion to a recent New York Times column.

Black Friday in a Red Year

While Americans gorged on turkey and U.S. retailers crossed their fingers for a black Black Friday, a financial crisis was developing on the other side of the world. Years of overbuilding—and borrowing—by the investment arm of Dubai have left the emirate at least \$59 billion and up to \$90 billion in debt. After a massive building boom, however, office buildings remain unleased and luxury hotels unoccupied...

"Crashes go in just one direction. Recoveries are more of a bumpy road with fits and starts all along the way," says Tony McKinnon, president of MRINetwork. "These sorts of events are going to continue to arise as the global economy reacts to the literally trillions of dollars of paper money that vanished over the last few years. As long as such events remain isolated, they should have a limited effect on the labor force outside the nations where they occur. In the U.S., economic growth should outweigh the impact of credit issues a world away, no matter how small that world has become."

U.S. non-farm business hourly productivity increased in the third quarter at a rate of 9.5 percent, after rising 6.9 percent in the second quarter. Between the two quarters, the growth is the highest average for any two-quarter period since 1961.

"These levels of productivity increases are unsustainable—in a good way. Such rapid growth is almost without exception the precursor to both hiring and wage increases," notes McKinnon. "Traditionally, the end of the year is a slow time for hiring, but once we hit the New Year we will see companies, for the first time since the beginning of the recession, increasing head counts across the board to keep pace with demand."

In the last weeks of November, initial unemployment claims saw sharp drops, falling by as much as 7 percent in the week ending November 21...

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

- **Field Clinical Engineer** – Bay Area, Percutaneous Heart Valve experience
- **Clinical Trial Manager** – S. Cal, Cardiovascular

Current Searches Include:

NeuroModulation Med Dev Co - MN

- Biostatistical Clinical Analyst

Ablation Medical Device Co – MN

- Program Manager
- Electrical Engineering Lead
- Mechanical Engineering Lead
- Software Engineer Lead

Wireless Neurostimulation Co – TX

- Mechanical Engineer
- 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

The Use and Abuse of Scenarios

– by Charles Roxburgh

Although it is surprisingly hard to create good ones, they help you ask the right questions and prepare for the unexpected. That is hugely valuable.

Scenarios are a powerful tool in the strategist’s armory. They are particularly useful in developing strategies to navigate the kinds of extreme events we have recently seen in the world economy. Scenarios enable the strategist to steer a course between the false certainty of a single forecast and the confused paralysis that often strike in troubled times. When well executed, scenarios boast a range of advantages—but they can also set traps for the unwary.

There is a significant amount of literature on scenarios: their origins in war games, their pioneering use by Shell, how to construct them, how to move from scenarios to decisions, and so on. Rather than attempt anything encyclopedic, which would require a book rather than a short article, I have put forward my personal convictions, based on experience in building scenarios over the past 25 years, about both the power and the dangers of scenarios, and how to sidestep those dangers. I close with some rules of thumb that help me—and will, I hope, help you—get the best out of scenarios.

The Power of Scenarios

Scenarios have features that make them a particularly powerful tool for understanding uncertainty and developing strategy accordingly.

1. **Scenarios expand your thinking.** You will think more broadly if you develop a range of possible outcomes, each backed by the sequence of events that would lead to them. The exercise is particularly valuable because of a human quirk that leads us to expect that the future will resemble the past and that change will occur only gradually. By demonstrating how—and why—things could quite quickly become much better or worse, we increase our readiness for the range of possibilities the future may hold. You are obliged to ask yourself why the past might not be a helpful guide, and you may find some surprisingly compelling answers.

This quirk, along with other factors, was most powerfully illustrated in the recent meltdown. Many financial modelers had used data going back only a few years and were therefore entirely unprepared for what we have since seen. If they had asked themselves why the recent past might not serve as a good guide to the future, they would have remembered the Asian collapse of the late 1990s, the real-estate slump of the early 1990s, the crash of October 1987, and so on. The very process of developing scenarios generates deeper insight into the underlying drivers of change. Scenarios force companies to ask, “What would have to be true for the following outcome to emerge?” As a result, they find themselves testing a wide range of hypotheses involving changes in all sorts of underlying drivers. They learn which drivers matter and which do not—and what will actually affect those that matter enough to change the scenario.

2. **Scenarios uncover inevitable or near-inevitable futures.** A sufficiently

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.

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**

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broad scenario-building effort yields another valuable result. As the analysis underlying each scenario proceeds, you often identify some particularly powerful drivers of change. These drivers result in outcomes that are the inevitable consequence of events that have already happened, or of trends that are already well developed. Shell, the pioneer in scenario planning, described these as “predetermined outcomes” and captured the essence of this idea with the saying, “It has rained in the mountains, so it will flood in the plains.” In developing scenarios, companies should search for predetermined outcomes—particularly unexpected ones, which are often the most powerful source of new insight uncovered in the scenario-development process.

Broadly speaking, there are four kinds of predetermined outcomes: demographic trends, economic action and reaction, the reversal of unsustainable trends, and scheduled events (which may be beyond the typical planning horizon).

(1) *Demography is destiny.* Changes in population size and structure are among the few highly predictable aspects of the future...

(2) *“You canna change the laws of economics!”* Just as Scotty the engineer could not change the laws of physics when Captain Kirk demanded more warp speed, so business leaders cannot assume away the laws of economics...

(3) *“Trees don’t grow to the sky.”...*

3. **Scenarios protect against “groupthink”.** Often, the power structure within companies inhibits the free flow of debate... [\(read more\)](#)
4. **Scenarios allow people to challenge conventional wisdom.** In large corporations, there is typically a very strong status quo bias... [\(read more\)](#)

Avoiding the Common Traps in Using Scenarios

For all these benefits, there is a downside to scenarios. Inexperienced people and companies are prone to fall into a number of traps...

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

Got Wingmen? Never Fly Solo

— by Michael McKinney

“Fighter pilots know the value of having a wingman to watch their back -- and the same principles can help business leaders spot problems lurking in their blind spots.”

Air Force fighter pilot Rob “Waldo” Waldman learned how to overcome fear, anxiety, and self-doubt to fly combat missions that pushed him to his limits by disciplined training and the help of his wingmen. Wingmen are people with different backgrounds, skills, and experiences unified under one agreement—**to never think or act alone.**

A wingman watches your back. In *Never Fly Solo*, Waldo threads real world experiences to encourage the development of a **check-six culture**. *Check-six* refers to the six o’clock position where the jet is most vulnerable—the pilot’s blind spot.

Waldo says, “There is a limit to how much you can learn on your own. A

good wingman will give you mission-critical feedback, catch your errors, ask questions, and propose challenging scenarios to push you to grow in your skills and mental discipline.” Encouraging others to look out for our blind spots requires a great deal of mutual trust. “These trusted partners, male or female, are your wingmen.”

Of course, this means first, not being afraid to acknowledge that you need help and then being able to ask for it. This is all the more difficult if you haven’t built trust in yourself and invested the time to build trusting relationships with others. You’ve got to “walk the flight line.” Get out and build relationships with those people you work with—treating each other as people first and coworkers second. “It’s the relationships we build and the people whom we trust that give us the courage to take risks and make ourselves better.”

Notice that these SFs are all relatively specific. If told these success factors, staff members would understand what was expected of them. I believe all correctly worded SFs should be understandable to a 14-yr old – I call this the 14yr-old test.

By being willing to say, “I don’t know,” or “I messed up,” we create a transparency that will attract others to us and “create the type of environment where people won’t be afraid to make mistakes. They will also be more likely to check your six as well.”

Additionally, we have to keep our “radar sweeping for a wingman, coworker, or peer who may be experiencing a challenging time in her life. Don’t let her get isolated.” Be supportive and find her some help if necessary.” It is the worker that keeps to themselves—trying to fly solo—that check out, become unmotivated, complacent and careless. “Never feeling invested in the company’s mission, they do the minimum, and everyone suffers...

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