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Recent Success Story

The Kensho Group recently placed a Manager of Field Clinical Engineering with a cardiac heart failure start-up in Minneapolis. Our chosen candidate brings over 20 years of clinical engineering and sales expertise from a multibillion\$ cardiac implantable medical device companies. He will play a vital role in the company's effort to achieve European approval for their latest medical device.

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 R&D** – Will Relocate, Cardiac Pumps HW & SW
- **Dir Technical Marketing** – Boston, Cardiac Heart Failure Devices, Will Relocate
- **Field Clinical Applications** – West Coast, Neuro & Cardiac
- **Clinical Specialist** – SouthEast/Will Relo,

MRINetwork Insight into Global Hiring Trends - June 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.]

“Over the last six months, companies have increased both their hiring and their speed of hiring, with top candidates remaining on the market for an even shorter period of time,” says Tony McKinnon, President of MRINetwork.

High Unemployment Isn't Providing a Large Candidate Pool

Not all unemployed are created equal. There are those who recently graduated from school and haven't held a job yet. There are those who have made horrible mistakes and have been terminated. There are those who have been working hard every day but had to be let go when their companies fell on hard times. There are those who have done nothing wrong at all, but find that their positions just aren't as essential today as they were five years ago.

While unemployment rates remain high, that last category seems to be one whose importance is increasing, especially with hiring beginning to pick up as nearly 300,000 jobs were added in April. As we saw in both the 2001 recession and the most recent one, employers took advantage of the slowdown in business to eliminate obsolete positions, which were unnecessary even before the downturn. The increasing pace of technological advancement is enabling many positions to be replaced by automation that saves companies money.

“When a 9.9 percent unemployment rate is being reported, that just doesn't reflect what we are seeing both in the volume of professional candidates and in the talent demand from companies,” says Tony McKinnon, president of MRINetwork. “Over the last six months, companies have increased both their hiring and their speed of hiring, with top candidates remaining on the market for an even shorter period of time.”...

“For employers, the high unemployment rate can be deceptive making hiring managers think they will be receiving hundreds of qualified resumes for each and every opening,” notes McKinnon. “Then they quickly become aware that most of the resumes they receive are coming from unqualified candidates, making finding the talent they really need even more difficult.”

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

Current Searches Include:

Vascular Closure Med Device Co

- Manager of Sales
- Territory Sales Manager

Transcatheter Valve Co – CA

- Director, Clinical Affairs
- Regulatory Specialist
- R&D Engineer

NeuroStimulation Device Co - MN

- Director, Regulatory Affairs
- Field Clinical Engineer

Implantable Neurostimulation Co – MN

- Field Clinical Engineer

Wireless Neurostimulation Co – TX

- VP, Marketing & Bus Dev

Cardiac Rhythm Management Co - CA

- Research Scientist

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

What It Means to Lead with Presence

– by John Baldoni

Character lies at the root of strong leadership presence... - it is fundamental to the way (leaders) act... Leaders prove their character when they insist on accountability for themselves and for those they lead.

“John is a terrific leader. Management is very high on him, but there’s one thing missing.”

“Sally is a star. She knows her stuff, but not sure she has what it takes to move up – yet!”

These are comments that I hear regularly from human resource professionals who hire me to coach one of their employees.

Dollars to doughnuts, that missing ingredient is Presence, specifically Leadership Presence. Which I define as earned authority. Leadership presence is rooted in authority but earned through example. That is, you have the power to things and you have earned the right through your actions to lead others.

Presence is the radiance of authenticity. That is, you radiate sincerity and you have what it takes to make good things happen. It is different from charisma; charisma is a gift, but it’s the sheen on metal. Presence is the real deal – a person’s mettle.

Consider these examples:

- The plant manager who holds meetings on the shop floor to be close to the work;
- The school principal who walks down the hallway greeting by name the children who grin and send him a cheerful greeting;
- The CEO who works in an open plan office and eats in the cafeteria; he can stay in touch with people and listen to their concerns as well as their ideas.

You can think of many more examples from your own life. Whichever example you consider, it is important to understand that just as leadership reflection of earned authority, leadership presence, which enhances the leadership moment, is derived from the support of others. It cannot be assumed through birth or heritage, though many kings and queens have acted as if they have it and don’t. Leadership presence is a form of communications and as such can be taught and put into practice.

Character lies at the root of strong leadership presence. It is not a nice-to-have; it is a need to have. But character is not an attribute that leaders possess; it is fundamental to the way they act. Character emanates from thought, word and deed. Leaders prove their character when they insist on accountability for themselves and for those they lead.

Radiating Presence

One story indicates what it means to lead through presence. During the birthing of our nation, post-American Revolution and pre-nationhood, our figure exerted considerable influence over all parties, from north, south and west. George Washington. As we know from presidential biographer Richard Norton Smith and Joseph Ellis, never was such respect more apparent than during the rancorous days of the Constitutional Convention during which delegates from all the Colonies met in Philadelphia in Assembl

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

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Hall to hammer out a framework for the soon to be United States.

Differences were more apparent than agreement yet, as we know from historians, many of these delegates wrote of Washington's presence in the room. Day after day he sat behind his desk minding his correspondence and saying very little. But he was fully present; his persona presided over the gathering. Witnesses said that it was Washington's presence that radiated strength and reassurance. No wonder he was subsequently elected President.

Leadership presence therefore is more than a nice to have. More than an exterior sheen, presence is a reflection of deeply held values and a belief in one's ability to do the job well enough so that people will want to follow.

Presence is projection not simply of power, but of sincerity, values and conviction. And as such it is something that leaders can use to leverage their influence in order to make themselves heard, understood and followed.

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

10 Ways to Help Left Brainers Tap Into the Best of Their Creativity

— by Mitch Ditkoff

Whether you're trying to close a major account or get a better rate from a vendor, here are expert pointers on how to win in negotiations.

If your job requires you to lead meetings, brainstorming sessions, problem solving gatherings of any kind, chances are good that most of the people you come in contact with are left-brain dominant: analytical, logical, linear folks with a passion for results and a huge fear that the meetings you are about to lead will end with a rousing chorus of kumbaya.

Not exactly the kind of mindset conducive to breakthrough thinking.

Do not lose heart, oh facilitators of the creative process. Even if you find yourself in a room full of 10,000 left brainers, there are tons of ways to work with this mindset in service to bringing out the very best of the group's collective genius:

1. Diffuse the fear of ambiguity by continually clarifying the process.


Most left-brain-dominant people hate open-ended processes and anything that smacks of ambiguity. Next time you find yourself leading a creative thinking session, make it a point to give participants, early in the session, a mental map of the process you'll be using. Explain that the session will consist of two key elements: divergent thinking and convergent thinking.

In the divergent segment, you'll be helping people consider non-traditional approaches. In the convergent segment, you'll be helping people analyze, evaluate, and select from the multiplicity of ideas they have generated.

If participants are going to get uneasy, it will happen during the divergent segment. Your task? Periodically remind them of where they are in the process. "Here's our objective," you might say. "Here's where we've been. Here's where we are. And here's where we're going. Any questions?"

2. Get people talking about AHAs! they've had in their own lives.

No matter how risk averse or analytical people in your sessions may be, it



likely that all of them – at some time or another – have had a really great idea. “Creativity” really isn’t all that foreign to them (although they might think it is). All you need to do to get them in touch with that part of themselves is help them recall a moment when they were operating at a high level of creativity.

Get them talking about how it felt, what were the conditions, and what preceded the breakthrough. You’ll be amazed at the stories you’ll hear and how willing everyone will be, after that, to really stretch out.

3. Identify (and transform) limiting assumptions.

One of the biggest obstacles to creativity is the assumption-making part of our brain – the part that is forever drawing lines in the sand – the part that is ruled by the past. Most people are not aware of these assumptions... If you want people to be optimally creative, it is imperative that you find a way to help them identify their limiting assumptions about the challenge they are brainstorming... and help them transform each of these limiting assumptions into open-ended “How can we?” questions for brainstorming.

4. Encourage idea fluency.

Dr. Linus Pauling, one of the most influential chemists of the 20th century, was once asked, “How do you get a good idea?” His response? “The best way to get a good idea is to get lots of ideas and throw the bad ones away.” That’s why “Go for a quantity of ideas” is the first rule of brainstorming...

5. Invite humor...

[click to read the other 6 Ways ...](#)

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