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Recent Success Story

The Kensho Group recently placed a Senior Systems Engineer for a major implantable Cardiac start-up. Our chosen candidate has a PhD. In electrical engineering and has worked on cutting-edge arrhythmia products for the last 7 years at one of the world's top medical device companies. He will be responsible for architecting and optimizing our client's next generation product.

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 Education/Training** – Minnesota, CRM & Cardiac Valves
- **Field Clinical Applications** – West Coast, Neuro & Cardiac
- **Clinical Specialist** – SouthEast/Will Relo, Cardiovascular

MRINetwork Insight into Global Hiring Trends - *May 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.]

"For the first time in months, if not years, we are observing an increase in candidates with secure jobs who are willing to consider new opportunities," says Evan Davis, COO of MRINetwork.

The Sun Comes Out

After surging 5.6 percent in the fourth quarter of 2009, the U.S. GDP slowed its rate of growth to 3.2 percent in the first quarter of 2010. At the time, the significance of the surge in late 2009 was somewhat discounted as a temporary blip by many economists since it was so largely tied to businesses restocking dwindled supplies. The first quarter of 2010, in contrast, saw consumer spending grow by 3.6 percent, and more impressively, business investment in equipment and software grew by 13.4 percent.

"There can't be a more definitive indicator of a change in business sentiment than such a significant surge in business investment," says Tony McKinnon, president of MRINetwork. "Business investment goes hand-in-hand with headcount increases. From companies hiring staff to operate the new equipment or suppliers having to hire to meet the increased demand, investment creates jobs..."

A continually growing issue for both recruiters and employers in the last few years has been getting top candidates to accept a position that would require relocation. Between mounting unemployment and a falling real estate market, changing jobs wasn't worth it.

"At last though, candidates are displaying optimism both by taking the time to consider opportunities and by actually accepting offers that require a move," notes Davis. "What's more reassuring is that once candidates accept these positions, potential issues like selling a house or getting financing for a new one are becoming easier..."

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

The Five Mistakes You're Making With Top Talent

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

Cardiac Rhythm Management Co – FL

- Sales Rep
- Field Clinical Specialist

Implantable Neurostimulation Co – MN

- Director, Regulatory Affairs

Wireless Neurostimulation Co – TX

- VP, Marketing & Bus Dev
- 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,

– by Roland Smith

High-potential talent can always go somewhere else. Center for Creative Leadership research shows that even though 95 percent of high potentials say they are committed to their organizations, 21 percent are still actively looking for another job.

Executives have a unique opportunity to boost the motivation and productivity of their top talent without spending lots of money. Unfortunately, many companies are missing the mark – especially when it comes to managing their emerging leaders, or "high potentials." Here are the five biggest mistakes companies are making with high-potential talent:

1. Ignoring the view from the pipeline.

This is the first big mistake – and it fuels the others. Talent managers and executives tend to discuss the leadership pipeline as if it is theirs to define and control. But talented people inside the leadership pipeline bring their perspectives and experiences to the process. Do you know what they think? Have you asked what they want? Are expectations on both sides understood? Is your relationship with your talent transactional or a mutual and reciprocal relationship?

High-potential talent can always go somewhere else. Center for Creative Leadership research shows that even though 95 percent of high potentials say they are committed to their organizations, 21 percent are still actively looking for another job. In a down economy, they are weighing trade-offs. On the plus side: staying in their current role means greater responsibility, highly visible assignments, good money in a recession. On the negative side: brutal hours, no support from senior team, uncertainty as to what's next. If you could move "senior team support" to the pro column, for example, you've boosted your chances of retaining a valued employee.

2. Treating all high-potentials the same.

If you aren't considering the view from the pipeline, chances are you have a one-size-fits-all approach to dealing with top talent. High potentials expect (and usually get) greater visibility and access to senior managers, special assignments and training, and greater responsibility. But they also want some say in how these perks and assignments play out. If relocating every few years is the primary way for high potentials to increase their value, you automatically lose when a manager needs to stay put for a spouse's career or family commitments. Don't wait to find this out during an exit interview. Have "stay conversations" with your top talent before it's too late.

3. Leaving high-potentials on their own.

It's a mistake to give high potentials free rein to direct their careers. While they want to influence their direction, they are also more committed and engaged when they have a clear career path...

4. Not using high-potentials to develop others.

...They have insight and experience needed for developing the next layer of high potentials as well as the larger talent pool ...

5. Being unclear about high-potentials status.

Using your high potentials well means knowing who they are – and

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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ensuring they know it, too. Organizations that do not formally identify their top talent (or keep it under wraps) are undermining their performance – and run the risk of losing valuable people...

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

7 Tips for Masterful Negotiating

– by Christine Lagorio

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.

Think confidence, machismo, and stamina are the keys to winning a negotiation? Then your bargaining skills need a reboot. Over the past decade, a growing field of literature on the subject has come to the conclusion that checking your ego at the boardroom door is a must. Compromise and kindness are the new rules of negotiation. How does this gentler approach work? We've compiled a short list of pointers to get you started.

1. Listen Before You Speak.

There will always be time to open your mouth later, but tap your patience to find out what the other side is thinking first. Then you have extra leverage to tailor your points to fit both sides' goals, writes Norm Brodsky. When Mike Baicher came to see Brodsky for advice about negotiating a loan, Brodsky told him a story with a familiar moral: one man's trash is another man's treasure. Or, in his particular case, one man's misery is another man's idea of humor. So, when entering a negotiation, don't make any assumptions about what's in the other party's mind – just enter the situation with an open mind and plenty of questions...

2. Embrace Your Fear.


The late Bob Woolf, a prominent sports and entertainment attorney and author of *It Doesn't Hurt to Ask*, was quick to say that 95 percent of the folks you'll ever negotiate with feel just as nervous and, yes, scared as you do. For that reason, he believes that kindness is a key competitive advantage when it comes to negotiations. Find his theory that "nice guys finish first" at the negotiating table hard to believe? Well, his track record of using a combination of professionalism, ethics, and manners speaks volumes—he successfully represented Julius Irving, Larry Byrd, Carl Yastrzemski, and Thurman Munson in contract negotiations...

3. Avoid Storytelling.

In a negotiation, "the important thing is for you to be completely truthful about your situation," veteran entrepreneur Norm Brodsky has said. This is especially true when it comes to negotiating a loan or another financial arrangement. You don't want to win a particular negotiation at the expense of your credibility. The more forthright you are with the other party, the more likely you are to arrive at a satisfactory outcome. "When you're negotiating about money you owe, don't make up stories," Brodsky says. "Just tell the truth." ...

4. Study Up.

Remember, the more knowledge you have of a situation before going to the negotiating table, the better off you will be. There are many reasons



preparing yourself with the best research will be to your advantage, but one lesser-known perk comes from psychological studies. It's called the "consistency principle," which refers to a person's intrinsic need to appear reasonable. That means your counterpart will likely abide by certain standards, and defer to your authority if you are able to demonstrate that you absolutely know what you are talking about. With greater knowledge, you will be able to set the parameters of the discussion in your favor...

5. **Ditch the Dog Metaphors...**

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