



## Case Study: Recruitment of a Managing Director

### Brief

Formed in 1972 and privately owned, Iracroft Ltd is the UK market leader in the production of Ferrous and Non-Ferrous Rigid Tube Assemblies for a wide variety of Hydraulic, Pneumatic and Coolant applications for the world's leading yellow goods manufacturers.

Pending retirement created the need to appoint a new Managing Director to work alongside shareholders and senior management to deliver the long term strategy enabling the business to continue to thrive.

CMA engaged with both the Board and key stakeholders to develop an in-depth understanding of the people, culture and operating processes, as well as the challenges and opportunities faced by the business in the current economic environment. Absolute clarity on each of these factors was essential to a successful outcome for this pivotal appointment.

### Search Parameters

It was critical to identify a shortlist of candidates with a proven track record of leadership in a manufacturing or engineering environment.

The first step was to research key industry players and prospective competitors, in addition to potential candidates from complementary industry sectors. A combination of detailed research, proactive head hunting, referrals and targeted advertising delivered in excess of 30 prospects for initial consideration, referencing and qualification.

As well as the prerequisite technical expertise, it was imperative that the shortlisted candidates were highly numerate with the ability to think strategically, while not losing sight of the detail.

A thorough interview process with eighteen candidates was undertaken by the CMA Executive team to identify the skills and behaviours required to perform this challenging role.

### Outcome

In partnership with the Iracroft Board, CMA designed a rigorous interview process. Ongoing support included the drafting of key questions and attendance at the first interview stage to facilitate the meetings and provide real time feedback.

Six candidates who were able to demonstrate the required skill set combined with a strong cultural fit were selected for an initial meeting. From this three candidates were identified for final interview, each of which had evidenced the ability to balance stewardship with growth and long term success.

CMA's approach and management of this recruitment exercise allowed a successful appointment to be made within the agreed timescales. This allowed a comprehensive handover and a seamless integration of the newly appointed MD into the business.

*“CMA Executive listened and worked with us to define a candidate profile for the role we needed to fill. They then collaborated with us to develop a process that would achieve our objectives.*”

*CMA Executive kept us informed throughout and delivered us candidates of the right calibre in the right timeframe. At our request, they supported us through the selection process which was satisfactorily concluded with the appointment of our new Managing Director.”*

**John Harrison, Chairman - Iracroft Ltd**