

# **Lubawski & Associates**

## Consultants in Executive Search

Lubawski & Associates is a retained executive search firm that specializes in conducting senior level search assignments in all functional areas for health care and science related corporations and organizations.

Table of contents:

<b>WHAT SETS US APART .....</b>	<b>2</b>
<b>LEADERSHIP .....</b>	<b>3</b>
<b>SEARCH PROCESS .....</b>	<b>4</b>
<b>TIMELINE.....</b>	<b>6</b>
<b>REPRESENTATIVE ASSIGNMENTS.....</b>	<b>7</b>
<b>TERMS &amp; SEARCH FEES .....</b>	<b>9</b>
<b>GUARANTEES .....</b>	<b>10</b>
<b>CONTACT US.....</b>	<b>11</b>

## What Sets Us Apart

To get the answer to this question we turned to our clients and asked them to tell us why they chose us in the beginning and continue to use our services. Time and time again they gave us three reasons:

**Our ability to quickly and efficiently get to know our clients' operations and cultures.** We start out with the advantage that our leadership is steeped in experience managing and leading health care corporations and organizations and conducting a wide array of senior search assignments. We stay up to the minute on this ever-changing field and put that knowledge to work on behalf of our clients. This, coupled with a unique search process focused on getting to know our clients' philosophies as well as the people who drive the organizations makes Lubawski & Associates a true partner; an extension of our clients' organizations. The kind of relationship we strive to cultivate grows better and stronger with each subsequent search.

**The timeliness with which we conduct and conclude assignments.** Clients tend to hire us when they really need us. They have usually considered possible internal candidates as well as consulted their personal networks. As time marches on their need becomes more acute; that is when we usually get the call requesting our services. We respond to this urgency. We satisfy our clients' need for speed and efficiency because we limit the number of searches we will conduct at any given time. This allows us to start your search quickly and move it along. Further, we know that our clients do not want to see lots of candidates; they want to see appropriate candidates. We pride ourselves on our ability to identify the required characteristics of the ideal candidate and zero in on the right candidate universe. Our clients routinely hire the first or second candidate we present.

**The cost effectiveness of our service.** There are several dimensions to cost effectiveness. One was mentioned above, namely the speed at which we work. Another is our competitive pricing structure. Third is that we pay more than lip service to being your partner; we "put skin in the game" with you. How? We do not send the third and final invoice for our professional service until you hire the candidate of your choice. Our competitors don't do this; they want complete payment whether or not they are successful. Finally, we do a great deal of work for promising start-ups. For young, fast growing organizations cash conservation can be critical. In those situations we will seriously consider accepting stock in lieu of our final payment. It is good for our clients and can be very good for us.

## Leadership

James L. Lubawski is the founder of Lubawski & Associates. Prior to forming this organization Jim was the President of another retained search firm as well as a Vice President of A.T. Kearney Executive Search. He began his search career as a Managing Director with Ward Howell. His extensive search experience has given him the opportunity to complete assignments for a wide range of clients including emerging companies, multi-national firms, universities and not-for-profit organizations. He has executed senior level searches in general management as well as in all functional areas.

Before joining Ward Howell Jim served as President and CEO of the Catholic Health Alliance for Metropolitan Chicago. In this role Mr. Lubawski led the twenty hospital members in the creation of numerous collaborative ventures and subsequently facilitated the formation of a major health care network with many of the alliance institutions. Previously Jim was Vice President of Business Development at Evangelical Health System where, among other accomplishments, he created an HMO and PPO with another system and three insurance companies. Earlier he served as President and CEO of Neomedica, Inc., a multi-service ambulatory care organization with over 500 employees engaged in renal dialysis, home health and home medical equipment.

Mr. Lubawski began his business career at Gambro, Inc. where he served as Director of Marketing. He then joined Baxter Travenol's International Division where he had dialysis product line responsibilities. He also worked for Hollister Inc. where he directed the company's marketing efforts in the United States.

Jim received his BA in Marketing from Northwestern University, an MBA in Marketing and International Business from Northwestern and a third degree, an MA in Communication Studies, also from Northwestern University in Evanston Illinois.



## Search Process

### **STEP ONE: Search Initiation**

**Getting to know the organization, the challenges and opportunities it faces and determining the background, skills and capabilities of the person we will seek and find.**

We have found that it is critical to meet with management, board members, key staff and others to understand the organization; its history, mission, goals, strategies, structure, priorities and its culture. As we are learning about the organization we begin to identify the characteristics of the ideal candidate-background, experiences, skills, competencies-and the key results you expect him/her to deliver short and long term.

With this information in hand we begin to create a position specification. This document is meant to provide prospective candidates with a clear understanding of the organization, the responsibilities of the position and the challenges s/he will face. It also presents the background, professional experience and personal characteristics required to satisfy your requirements.

We encourage clients to carefully review the position description and to recommend any and all changes they believe would help make it a better document. This process helps participants reach consensus on critical elements of the position and person we shall seek and sets the stage for the steps to follow.

### **STEP TWO: Candidate Research & Identification**

**Conduct comprehensive original research generating a list of candidates who are interested, screened and evaluated.**

Working closely with our client we develop a target universe; the organizations and roles most likely to yield the best candidates. Our experienced researchers then begin to identify specific candidates in the target universe. In order to accomplish this they utilize our proprietary database comprised of individuals who may be contacts, candidates or both. In addition we make extensive use of the World Wide Web and the Internet to obtain data from public as well as proprietary databases.

As names are generated we begin calling potential candidates, screening for capability and interest. For those candidates who show the greatest amount of promise we focus on reviewing their resumes and holding subsequent phone conversations in order to further qualify them and narrow the field.

In some searches there are strong internal candidates. In those instances we add those candidates to the pool and subject them to the same screening and evaluation process used for outside candidates.

### **STEP THREE: Candidate Qualification**

**Jim Lubawski personally interviews those candidates who have the highest likelihood of success. Complete, written reports are submitted along with our recommendation for further development.**

There are no shortcuts taken at this stage. We do not do video interviews or allow juniors to conduct these interviews; this step is too critical. The interview follows a chronological format. Each step in the candidate's life and career is discussed. It is our firm belief that the best indication of future performance is past performance. Consequently we have the candidates tell us about themselves and their careers. We learn about each successive position, their accomplishments and shortcomings.

Our goal is to identify the candidate's strengths, weaknesses and how well they would fit our client's requirements and culture. The reports go into great detail; clients routinely say that they feel they "know the candidates" before they meet them in person because of the depth and completeness of our reports. This approach insures that only the best candidates are presented for client interviews and that subsequent interviews can be as productive as possible.

We also begin the reference checking and verification process at this step. Since the vast majority of candidates we meet are employed, great care is taken to be sure that we do not violate candidate's confidentiality at this stage of the process.

### **STEP FOUR: Client/Candidate Interviews**

At this point in the process our involvement can vary a great deal. In some instances, where there are only one or two decision makers and they are accustomed to identifying and selecting a finalist, our role is supportive in nature. We are available to schedule meetings between the client and candidates, help handle logistical arrangements and act as an intermediary for de-briefing sessions after the interviews.

In other instances, when there is a large group making the selection and/or they have not worked together before (eg. A board selecting a new CEO or a selection committee working together for the first time at a University or other not-for-profit organization) we can take a very active role. Our involvement can include work with the interviewing team in order to help them create questions and a process that insures all key areas and competencies are discussed and can be assessed. Further, we are available to help facilitate the decision-making process in order to assure that the best possible candidate is selected.

### **STEP FIVE: Recruitment, Negotiation & Transition**

Once you select a finalist we contact previous supervisors, subordinates and peers of the candidate in confidence in order to conduct a complete reference check. The collective comments are presented to you orally and in writing.

Presuming there are no surprises during the final reference checking process we are happy to work with you to structure an offer. The candidate's current compensation package, you organization's compensation structure and competitive market information can all be taken into consideration.

We are often asked to play a role in the final negotiations between you and the candidate. As an intermediary we can deal with sensitive issues and deal with them in a forthright manner. Making sure that both you and the successful candidate are happy is something we take very seriously. We check back with both parties frequently during the first few months of employment and then quarterly for the first year to make sure that expectations on both sides are being met and that the placement is a success.

## **Timeline**

### **Step 1 Search Initiation**

(Weeks 1 - 3)

- » **In-depth interviews with key constituents**
- » **Position specification**
- » **Consensus on skills, background and competencies established**

### **Step 2 Candidate Research & Identification**

(Weeks 2 - 5)

- » **Original research**
- » **Contact and screen candidates**
- » **Identify candidates with the greatest potential**

### **Step 3 Candidate Qualification**

(Weeks 5 - 8)

- » **Conduct in-person candidate interviews**
- » **Begin reference checking and verification process**
- » **Present detailed candidate reports**

### **Step 4 Client/Candidate Interviews**

(Weeks 8 - 11)

- » **Support the process**
- » **Actively work with the interviewing team as requested**
- » **Facilitate decision-making as required**

### **Step 5 Recruitment, Negotiation, Transition**

Weeks 10 - 12)

- » **Final in-depth reference checking**
- » **Help structure compensation package**
- » **Negotiate with candidate if requested**
- » **Follow-up and feedback as needed**

## Representative Assignments

Clients	Search Assignments	
Anagen Therapeutics (Biotech start-up)	President and CEO	
	Vice President, Pharmaceutical Development	
Clarus Therapeutics (VC Funded Biotech)	Chief Medical Officer	
Codman, a J&J Company	Vice President, Sales & Marketing	
DePuy, a J&J Company	Corporate	
	Vice President, Operations	
	Vice President, Osteobiologics	
	Director, Investor Relations	
	Director, Clinical Research	
	Orthopaedic Division	
	Executive Vice President	
	Vice President, Marketing	
	Vice President, Controller	
	Group Director, Direct to Consumer	
	Acromed Division	
	Executive Vice President	
	Director, Osteobiologics	
	ACE Division	
	Executive Vice President	
	Fast-Track Systems, Inc. (Bioinformatics start up)	Vice President, Marketing
		Vice President, Sales
Harvard University	Director, Business Development, Engineering	
	Associate Director, Technology Transfer	
Hollister (Medical devices)	Vice President, Global Marketing	
	Director, Global Medical Affairs	
	Director, Global Research & Development	
	Manager, HR Operations	
	Manager, HR Marketing and R&D	
Markel Corporation (Global Insurance Company)	Corporate	
	Managing Director, Casualty Product Line	
	Managing Director, Environmental Product Line	

Markel Corporation continued		Managing Director, Transportation Product Line
		Managing Director, Property Product Line
		Former Shand Morahan Division
		Vice President, Sales & Marketing
		Vice President, Medical Malpractice
		AVP, Human Resources
		AVP, Medical Claims
		Director, Product Management
		Former Investors Underwriting Managers Division
		President and COO
		Vice President, Claims
		AVP, Claims
		AVP, Marketing
	Millenium Biologix (Canadian Biomedical Company)	
New Horizons (Not-for-profit agency)		Executive Director
Omnicare (Long term care pharmaceutical supplier)		Vice President, Dialysis Services
		Director, Respiratory Services
Paragon Medical (Orthopaedic Products)		Executive Vice President & CFO
		Vice President Quality & Regulatory Affairs
Science & Technology Corp. at The University of New Mexico		President and CEO
		Director, Business Development, Physical Sciences
University of Illinois Champaign/Urbana		Associate Vice Chancellor for Research Director, Technology Transfer
Zimmer (Medical devices)		Corporate
		Director, Health Technology Assessment & Reimbursement
		Director, R&D, Biologics
		Reconstruction Division
		Director, Global Brand Management, Hips
		Director, Global Brand Management, Knees
		Director, Computer Assisted Surgery
		Director, Global Marketing Communications
		Director, Global Sales Training



Zimmer continued	Spine Division
	Director, Global Spine Programs
	Manager, Health Technology Assessment & Reimbursement

## Terms & Search Fees

- We accept search assignments only on an exclusive and retained basis.
- Our search fee is either based on a percentage of a candidate's first year cash (base and bonus) compensation or an agreed to fee set at the beginning of the search. It is your choice.
- Our search fee is divided into three equal parts. The first part is due at the beginning of the search. The second is due 45 days after the start of the search. The third part is not due until the candidate of your choice agrees to join your organization.
- We encourage young, growing companies to use our service, so we will seriously consider accepting stock in pre-IPO companies in lieu of our final payment.

## **Guarantees**

- Jim Lubawski will personally conduct the search from start to finish; your search will not be delegated to a junior partner.
- We will never present a given candidate to two clients at the same time.
- We guarantee our work: if the hired candidate leaves the organization within the first year of employment we will conduct a replacement search at no cost, excluding expenses.
- We will never approach any candidate we place to leave that organization.
- Former clients are "off limits" to us for two years after our last search.

## Contact Us

Thank you very much for your interest in Lubawski & Associates.

Please feel free to contact us:

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