

National Restaurant Search

EXECUTIVE RECRUITERS

Serving the hospitality industry Since 1981



OCTOBER 2011 NEWSLETTER

National Restaurant Search LLC

National Restaurant Search has remained the food industry's most respected executive search firm for nearly three decades. We seek to be the best. Therefore we are committed to recruiting the best candidates for our clients needs. We strive for excellence in everything we do and our clients needs always come first. Over the years we have built relationships, credibility and reputation by establishing an exceptional level of trust with both our clients and candidates. With offices in Chicago, Atlanta, and Minneapolis, and opening in Dallas in 2011, we offer a full range of search and consulting services to national and international corporations, early stage entrepreneurial companies, private equity and venture capital firms.

Our profession is an art, not a science. The quality of creative thinking the recruiter brings to his art, the judgment he uses in assessing prospects against client requirements, and the skill to close in a manner beneficial to the client and candidate come only from experience. There is simply no substitute for experience. Our search consultants all have executive level management experience within the hospitality industry, which makes us uniquely positioned to bring our clients valuable organizational perspective, while helping them to capitalize on the brightest talent and best performing candidates in the marketplace.

National Restaurant Search continually monitors the hospitality industry and keeps abreast of economic trends that affect our clients. We are also acutely aware that the shortage of talent, already evident before the recession, is reasserting itself strongly. Companies have begun to think strategically again, and in looking for growth are seeking out those managers and executives who can offer both operational strength but also practical leadership in taking organizations and teams forward. We see this as a challenging but exciting time to be partnering with clients to help them build and strengthen their management teams as they seek new growth in a much changed world.

I would welcome the opportunity to discuss how National Restaurant Search can be of service to you and your organization.

Sincerely,

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Articles

1: Restaurant Finance Monitor Article on National Restaurant Search

2: *Pondering the Poach* by Deborah L. Cohen

Why Steve Jobs Matters to You

From the *HBR Blog Network* by William C. Taylor

Editor's note: This post was written after Steve Jobs' resignation in August; upon the news of his death, we think it's worth another read.

All sorts of commentators, on this site and elsewhere, are asking all sorts of questions about the resignation of Steve Jobs as CEO of Apple, Inc. What does it mean for the company's future? What does it mean for the stock price? What does it mean for the computer industry, the music industry, and the media industry?

All fine questions, to which I would add one more: What does it mean for you? Or, to put it another way, when you see the outpouring of affection, respect, and admiration for this one leader, an outpouring of emotion that I can't recall for the departure of any other businessperson or technologist, isn't it natural to think about your own eventual departure, the legacy you'll leave behind, the ways in which your career will be remembered?

Few of us have the chance to achieve 1/100th of what Steve Jobs has achieved. But all of us can look at his body of work, and the reaction to that body of work, and use it as an opportunity to ask more of ourselves as leaders and innovators with a chance to make a small positive difference for our industry, our customers, and our colleagues.

So if you want to use the end of Steve Jobs's hands-on leadership at Apple to inspire a greater commitment to leadership by you, I'd suggest that you ask these five simple questions—questions that define what it means to be a high-impact leader today.

1. Why should great people want to work with you?

Steve Jobs surrounded himself with remarkably talented designers, retailers, and engineers because he understood that the most talented performers aren't motivated primarily by money or status. Great people want to work on exciting projects. Great people want to feel like impact players. Put simply, great people want to feel like they're part of something greater than themselves— they want to become, to use a favorite Jobs phrase, "insanely great."

2. Do you know a great person when you see one?

It's a lot easier to be the right kind of leader if you're running a team or department filled with the right kind of people. Indeed, as I reflect on the best workplaces I've visited, I've come to appreciate how much time and energy leaders spend on who gets to be there. These workplaces may feel different, but the organizing principle is the same: When it comes to evaluating talent, character counts for as much as credentials. Do you know what makes your star performers tick— and how to find more performers who share those attributes? Steve Jobs was as picky about the people he let into Apple as he was about the features that went into Apple's products.

3. Can you find great people who aren't looking for you?

It's a common-sense insight that's commonly forgotten: The most talented performers tend to be in jobs they like, working with people they enjoy, on projects that keep them challenged. So leaders who are content to fill their organizations with people actively looking for jobs risk attracting malcontents and mediocre performers. The trick is to win over so-called "passive" jobseekers. These people may be outside your company, or they may be in a different department from inside your company, but they won't work for you unless you work hard to persuade them to join. The legacy and personal presence of Steve Jobs made him an unparalleled recruiter.

4. Are you great at teaching great people how your team or company works and wins?

Even the most highly focused specialists (software programmers, graphic designers, marketing wizards) are at their best when they appreciate how the whole business operates. That's partly a matter of sharing financial statements: Can every person learn how to think like a businessperson? But it's mainly a matter of shared understanding: Can smart people work on making everyone else in the organization smarter about the business? Does everyone understand what really matters, what's non-negotiable, what makes or breaks the company? Nobody was better than Steve Jobs at communicating the mission of the enterprise.

5. Are you as tough on yourself as you are on your people?

There's no question that talented and ambitious young people have high expectations— for themselves, for their team or company, for their colleagues. Which is why they can be so tough on their leaders. The ultimate challenge for leaders is to share those same lofty expectations for their own behavior. One of my favorite HR gurus, John Sullivan of San Francisco State University, says it best: "Stars don't work for idiots." Steve Jobs was a famously tough and exacting boss. But my sense is that people responded to his perfectionist impulses because he was as tough on himself as he was on everyone around him.

You don't have to aspire to be the next Steve Jobs to learn some lessons from his one-of-a-kind career. Perhaps that can be his greatest legacy of all— a generation of leaders who think bigger and aim higher because of what he achieved.



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