

What is this ?

This was the Target Performance Profile and Candidate Insight Survey used during a search for a VP Software Engineering for a well-funded software firm seeking to make a major transition in its service offerings.

This was discussed in depth with the CEO, who was the hiring decision maker. This version became the basis on which the candidate review and evaluation was done.

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The Core Performance Drivers (PD) for this Role

Driven

Reason: It is a big job and will require lots of energy to do well

Thinking Critically

Reason: understanding the 'current status', the 'target future state' and figuring out how to best move from today to the future, while maintaining existing revenue and bringing in new sources of revenue, will require experience based applied problem-solving smarts

Exhibiting People Smarts

Reason: understanding the members of their current team, evaluating their current level of contribution and then their potential for the future level of contribution, while getting 'along' with them so as not damage the current state of software maintenance and development is a significant people challenge.

Bringing in new members of the team in ways that integrate them effectively, while as the same time 'closing' the capability gaps that are needed to migrate to the future state complicates this challenge.

Inspiring

Reason: This person cannot be a back room leader - no matter how effective. She or he must inspire the existing members of the team, fill the C-level team with confidence that things are moving in the right direction on a day to day basis, and perhaps act as a inspiring 'technical leadership' voice to current and future clients at user groups, high level sales pitches and other such client facing events.

Being Conscientious

Reason: This individual will be seen as 'accountable' for any client visible software development / product – service rollout failures by both the C-level team and important component of the client community

The person in the role cannot afford to have 'slip between the tracks' things which are the root cause for such occurrences.

Supportive and implicit

Generic – Cognitive Ability

High Level Target Performance Profile (TPP)

Key Performance Objectives:

Lead the transformation of CCI Global's software engineering organization as it moves from a custom software and consulting solutions creation shop to being cloud-based multi-tenant SaaS solution.

1. Transform and lead the software development team.
2. Dramatically increase team's engagement, productivity, and staff retention.
3. Align talent recruitment and management with the firm's desired approach to talent management.
4. Maintain the firm's high levels of trust, loyalty, and revenue from its legacy customers throughout the transformation.
5. Build the engineering team's organizational and technical capacity to support the 2022 goal of \$500k of Monthly Recurring Revenue.

Key Knowledge/Experience Requirements

1. Previously led at least one successful transition from a legacy software environment to a multi-tenant SaaS environment, ideally in a rapidly scaling software business.
2. Experience managing the people issues associated with the need to maintain legacy support capability while transitioning to the cloud, assessing capability to make the shift, hiring new staff, and deciding how/when termination is required.
3. Previous experience and strong knowledge of data and analytics software and the Microsoft Azure stack.

Key Performance Metrics

Transformed People

- a. 90% permanent staff
- b. Substantial improvement in employee satisfaction, engagement, and productivity as measured from baselines taken today
- c. No unwanted turnover

Transformed Processes

- a. Continue to retire legacy processes associated with custom software solution delivery
- b. Fully and effectively functioning Agile Development, DevOps, Customer Success, and associated processes
- c. A roadmap process that addresses and refreshes quarterly and long-term product development capability that aligns with business objectives.

Transformed Technology

- a. Reduction and eventual elimination of legacy software maintenance and support
- b. A fully functional, scalable SaaS product delivered through an Azure-based, Microsoft stack, fully distributed micro-services-based Domain Driven Design solution orchestrated in Kubernetes using a distributed NoSQL database solution.
- c. Able to support Monthly Recurring Revenue of \$500K by June 2022
- d. Retention and growth of current customer base while transforming the technology

Performance Challenge Questions

Why use a Candidate Insight Survey

Asking potentially qualified applicants to complete the Candidate Insight Survey serves multiple purposes.

1. Educate the applicant about the role and its performance challenges, so that candidate can self assess her or his personal fit against the role. High performing candidates always do this, either openly or implicitly.
2. Test the candidate's motivation and interest level by taking the application process seriously, since only the interested ones will take the time to respond to the Survey.
3. Provide subsequent interviewers with a long list of potential candidates who are highly likely to be qualified, while highlighting areas to be probed further.
4. Provide insight into an applicant's relevant background as applied to the future performance needs of this open role.
5. Tap into an applicant's ability to organize her or his thoughts into a coherent, persuasive, relatively short – only the most important points - written communication.
6. Tap into an applicant's ability to make past experience and capability relevant to the future performance requirements of the open role. The applicant's point of view language used in these answers provides useful evidence of the applicant's past scope of experience.
7. Tap into the applicant's self awareness and mature self assessment of abilities. The language used in these responses quickly demonstrates whether the candidate is providing simply a 'theory or textbook-based response or one that is based on mature self reflection and learning from past experience.

Performance Challenge Questions: Integrating Elements of the Target Performance Profile and the Performance Drivers

Normally there are no more than 5 Performance Challenge Questions. Given the importance of relevant business experience outlined previously, only 4 Performance Challenge Questions are provided. The 5th Question will focus on the candidate's past relevant experience

This will keep the applicant response time within bounds that have proven acceptable to serious applicants.

These are "Short Answer Questions". The applicant is asked to keep each response to less than 250 words. This immediately creates a complex cognitive | internal information processing task for the person. Successful individuals at this stage of the recruiting cycle must move beyond the surface level of the question and take into account the 'below the surface implications in formulating their responses.

Performance Challenge Question One: Assessing What Is Needed

TPP Area: Transition Legacy Software Offerings

Performance Driver: Thinking Critically

You will be coming into a shop with an existing software development team and a set of customer-facing software products and software-based services. The business strategy is to transition this to a monthly recurring revenue set of cloud-based customer services.

What will be your approach to:

1. Assessing the current state of the skills and capabilities of the existing software development team,
2. Assessing the current status of the existing set of customer facing software products and services,
3. Clarifying the gap between what is 'today' and 'what needs to be' to support the future strategic product, customer service, and talent management business visions?

Performance Challenge Question Two: Having the Needed Drive

TPP Area: All Aspects

Performance Driver | Conscientious

Undertaking this challenge in this organization, headed by a dynamic CEO | COO team, determined to grow the organization in scope and size over next years, means

personally doing a lot of things, often at the same time, without losing track of their detail.

How do you know that you have:

1. The energy to deal with this level of personal demand,
2. The work discipline to not drop the details which can make or break the complex software development | customer service success needed by this organization to succeed?

Performance Challenge Question Three: Working with the C-Level Team

TPP Area: Working with other C-Level Leaders

Performance Driver: People Smarts, Innovation – and under the covers: Cognitive Ability

This C-Level team is determined to succeed at their vision – transitioning from an older generation of software-based customer services to a monthly recurring revenue set of cloud-based SaaS offerings. Others on the team will address the needed marketing, business development, sales and customer communication challenges involved.

But their efforts will be severely limited if you don't communicate a clear picture of what the SaaS offerings will be. You must also communicate how they will be developed and rolled out to existing and new customers.

At the same time, you need to work with the C-level team to clarify and communicate a business model that generates the monthly recurring revenue.

How do you know that you are capable of:

1. developing this coherent vision of the future service and product offerings,
2. leading the software team to implement this vision,
3. communicating this vision to your fellow C-team members and others in the organization in a way that allows them to add their needed elements to the overall execution plan needed to succeed at this strategic vision?

Performance Challenge Question Four: Succeeding on the People Challenges

TPP Area: Transitioning | Leading the Software Development Team

*Performance Driver: Exhibiting People Smarts, Inspiring– and under the covers.
Cognitive Ability*

Assume you are taking over the leadership of a software engineering team that does not have a stellar productivity and performance record. Their skill set may be closer to that needed by a legacy software development group than a cloud-based SaaS software product development group.

As such, you will face challenges guiding and inspiring them to make the needed changes in their knowledge base and skill sets. It may be that not all of them should be invited on this future journey. It may be that not all of them are capable of making the transition, even if you inspire them to do so. It may be that you have to bring in new people, while increasing the morale and productivity of the overall group.

How do you know you are capable of leading such a complex people transition?

Performance Challenge Question Five: Relevant Experience

Please describe the one accomplishment in your career that you believe most closely matches the outcomes expected in this role.

Explain how you see your experience as matching what we need.

Clarify how you might address any gaps.

Note”

High Value Potential Candidates will be faced with the following question in the in-depth follow up interview about their experience fit..

We did not use your experience based as a simple ‘has | do not have’ checklist. You may not have all of the experience listed. We need to know what parts you do have, and how you might approach an area in which you do not have the same depth. We think the essential components are as follows Are we right? If we are not, convince us ...

1. Leading a past successful transition from a legacy software environment to a multi-tenant SaaS environment, ideally in a rapidly scaling software business.
2. Experience managing the people issues associated with the need to maintain legacy support capability while transitioning to the cloud.

3. Previous experience with and strong knowledge of data and analytics software and the Microsoft Azure stack.