

Aiming high!

**Senior staff selection:
what to expect and
how to prepare for it**

HUMANE PPP 2/19

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Aalto in brief

A multidisciplinary community of bold thinkers where science and art meet technology and business.

**12 000 full-time students
4 000 employees
400 professors**

**256 doctoral degrees
1927 master's degrees
1178 bachelor's degrees
360 MBA/EMBA graduates**

1849

Helsinki University of Technology

1871

University of Art & Design Helsinki

1911

Helsinki School of Economics

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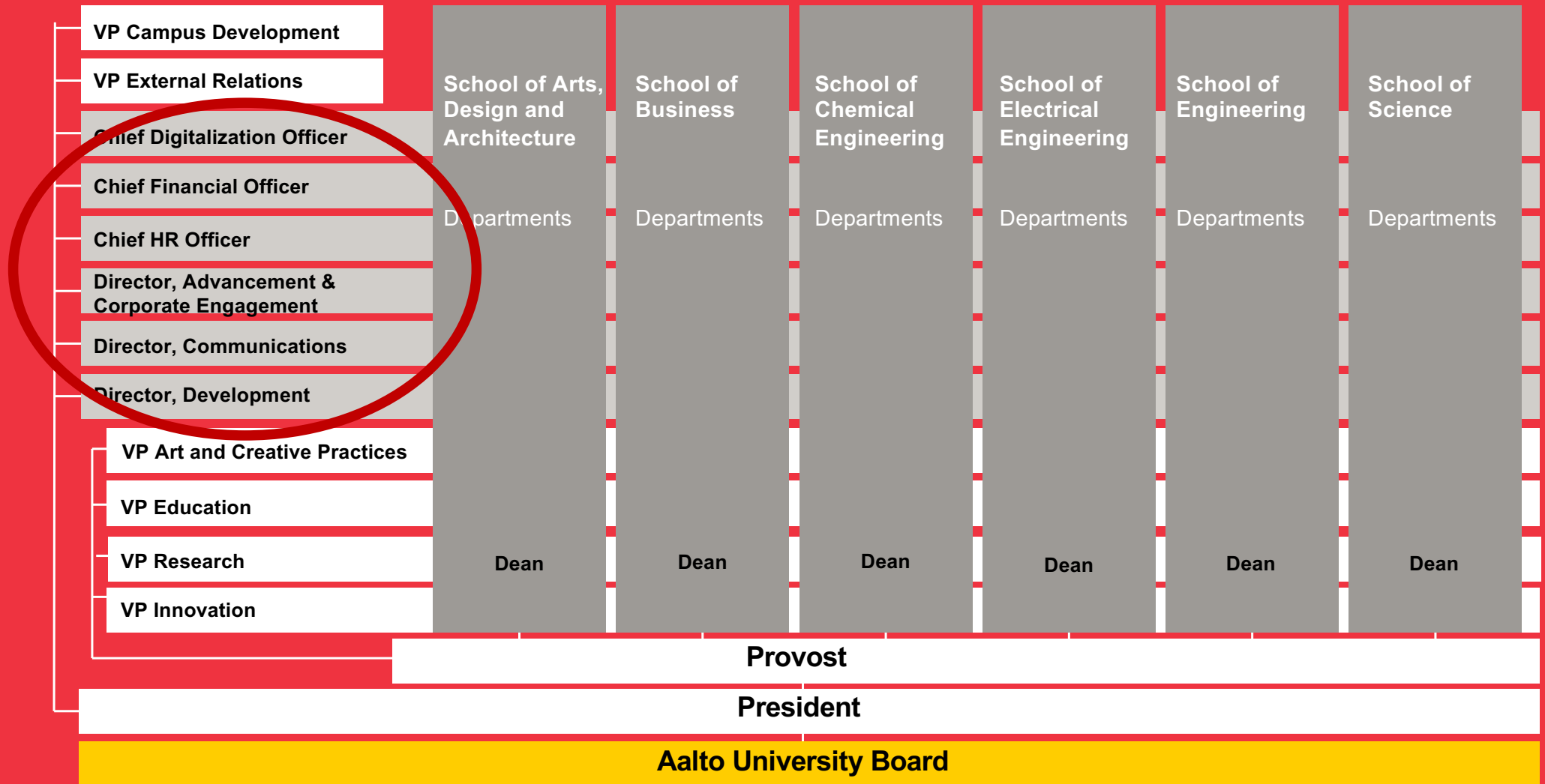
Aalto University

2010

6 Schools

**Arts, Design and Architecture
Business
Chemical Engineering
Electrical Engineering
Engineering
Science**

Leadership Structure



What are we looking for?



An ideal Service Leader

- **Shares Aalto values:**
 - **Passion** for exploration
 - **Courage** to influence and excel
 - **Freedom** to be creative and critical
 - **Responsibility** to accept, care and inspire
 - **Integrity**, openness and equality
- Proven **track record** in the field of expertise
- Proven capability to **lead people** in expert communities
- **Drive to engage and inspire** Aalto community and to promote University's common goals
- Passion for Aalto's **purpose**
- Strong **communication and collaboration** skills to lead our diverse community and our wider ecosystem
- **International outlook** and appreciation for our multicultural environment



What really makes a difference?

- Ability to have a meaningful discussion on the operating environment (dynamics, drivers)
- Scalability in own way of working
- Ability to genuinely connect with all players in the recruitment process
- A fit with our unhierarchical no-nonsense culture



Steps towards a larger role

- **Understand the big picture beyond your current role**
 - Internal environment
 - External environment & drivers
 - Connecting the dots
- **Build a network and participate**
 - Get to know people outside your immediate environment
 - Get involved in org wide/broader projects
- **Learn to let go**
 - Learn to let go of the tasks your team members can take responsibility for
 - Learn to rely on the expertise of other people

Service leader recruitment process

Service leader recruitment process



	Application period	Initial short list	Final short list	First round interviews	Leadership Evaluation	Final interviews	Final decision	Contract
Action	Open call recruitment complemented by the use of internal headhunter	Applications screened, best ones selected for video interview	Video interviews screened, final short list created	Interviews with short listed candidates	2-3 candidates chosen for external leadership evaluation References	~2 finalist candidates interviewed		Contract negotiation
Person(s) in charge or involved	President & CHRO Talent Acquisition	President & CHRO Talent Acquisition	President & CHRO Talent Acquisition	President & CHRO	External Partner	AUFB's HR committee & Chair of the board	AUFB on President's proposal	President & CHRO

Getting ready for the recruitment process

- **Know what you want**
 - Hesitation shows and does not convince the hiring mgr
- **Understand the role and the environment**
- **Think outside in**
 - If you're an internal candidate, get prepared as if you were an external one
 - A must latest in the BoD interview
- **Enjoy the learning provided by "new" methods**
 - Video interview, work simulations, assessment
 - Leadership assessment can include numerical exercises, ability tests, cases, prioritization exercises, presentations etc



Aalto University

Towards a better world.



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