

# *Optimizing Your Human Empire Portfolio*

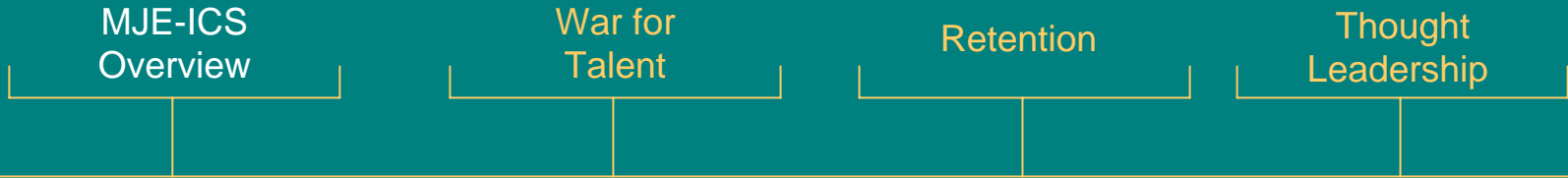
**MJE-ICS Associates, Inc.**  
**In Partnership with:**



**February 8-10, 2004**  
**The Ritz-Carlton, Key Biscayne**  
**Key Biscayne, FL**

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MJE-ICS Overview

War for Talent

Retention

Thought Leadership

- Founded in 1993; today, MJE-ICS is a leading boutique search firm with over 800 placements since its founding.
- Core business is investment management (i.e., asset management, hedge fund and private equity search), supplemented by specialized consulting to provide a total solution to clients.
- The Principals of the firm, with 18 years of experience each, perform all aspects of
- Highlights of our approach are: knowledge of industry, quality of consultants, and flexibility to optimize the speed/quality combination resulting in value for the client.



## Other Value-Added Services

✓ Compensation surveys

✓ Contract Executives

✓ Thought Leadership

✓ Executive coaching

✓ Competitor compensation practices

✓ Competitor organization charts

✓ Executive compensation and benefits surveys

✓ Organizational change

✓ Client feedback/satisfaction surveys

✓ Other?

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## Observations on the War for Talent

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- “Ultimately, you could have the world’s greatest strategy. You could restructure the organization, or perform financial surgery. But you won’t be successful if you don’t realize that organizations are fundamentally about people”

- Carly Fiorina, Chief Executive Officer, Hewlett Packard Company

- “If you look at the people who built great companies over long periods of time, they usually had great problems and a great ability to spot the market. But what really made them scale was their unending commitment to finding and hiring great people who could work together -- and their ability to take the long view”

- Dan Case, Former CEO, JP Morgan Chase Hambrecht & Quist



# The War for Talent is Intensifying Dramatically

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- McKinsey's update of its 1997 study found that 89% of respondents think it is more difficult to attract talented people now than it was in 1997; 90% think it is more difficult to retain them
- Only 7% of respondents strongly agreed that their companies had enough talented managers to pursue all or most promising business opportunities
- Companies doing the best job of managing their talent deliver far better results for shareholders
- Researchers found that paying an additional 40% to hire an A-player could yield an overall return of 100% or more in a year

***Companies scoring in the top quintile of talent-management practices outperform their industry's mean return to shareholders by 22 percentage points***

# Good People are Great for Business

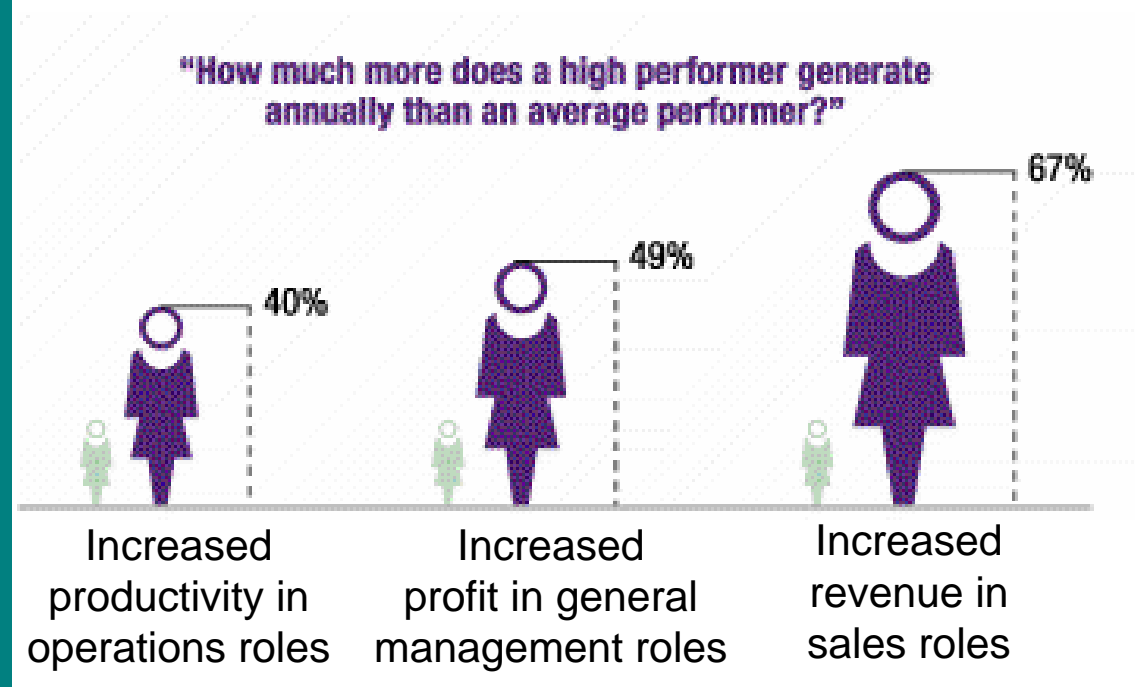
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Mean of responses from 410 corporate officers

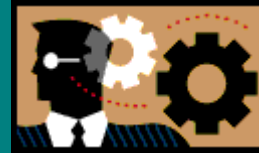


Source: McKinsey's War for Talent 2000 survey of 410 corporate officers at 35 large US companies



# How to Win the War for Talent

New Mindset is required!



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	Old Way	New Way
Talent Mindset	HR responsible for people management.	All managers are responsible for strengthening their talent pool.
Employee Value Proposition (EVP)	We provide good pay and benefits.	We shape our company, even our strategy, to appeal to talented people.
Recruiting	Recruiting is like purchasing.	Recruiting is like marketing.
Growing Leaders	We think development happens in training programs.	We fuel development through stretch jobs, coaching and mentoring.
Differentiation	We treat everyone the same, and like to think that everyone is equally capable.	We affirm all our people, but we invest differently in our A, B, and C players.

Source: McKinsey & Company



## Buckets of Recruiting Methods

- Firm Recruiting – Job posting; Employee referral; Firm advertising
- Growing From Within – hire Analysts/Associates - promoted them
- In-Sourcing Recruiting
- Contingency
- Retained; Consultant
- 
- Other – Contract (Rent to Buy)

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# Which Method Is Best For You?

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	Level of Job	Strategic Hire	Confidentiality	Predictability	Speed	Hire a Team	Trusted Advisor	Other Services
Firm Recruiting	L/M							
Grow from within	M/H			X				
In-sourcing recruiting	L/M							
Contingency	L/M				X			
Search; Consulting	M/H	X	X	X	?	X	X	X



# Characteristics of Approaches?

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	Passive /Aggressive	Out of Pocket \$	Confidentiality	Predictability	Speed	Out of Pocket \$	Hire a Team
Firm Recruiting	P	-	N				
Grow from within	P	-	N	X			
In-sourcing recruiting	A/P	-	N				
Contingency	A/P	M	?		X	X	
Search; Consulting	A	H	Y	X	?		X



# Best Practices In the War for Talent Retention

- Everyone is responsible for talent acquisition and retention
- Affirmation all people
  - Culture of honest feedback and commitment to resulting plans
- Differential treatment
  - Shower top performers with development opportunities, significantly differentiated compensation, and real mentoring.
  - Are you continually dealing with underperformers
- Stretch jobs
- Mentoring

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# Thought Leadership

- Value added for our clients
- Provocative Ideas
- Trends/New Ideas we see in the market
- Current areas:

Compliance

Securities Lending

Tax Structuring

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Retention

Thought  
Leadership

# MJE Team



## Barry P. Emen, President

MJE-ICS Associates, Inc. has carved out its niche in investment and financial services because of its President, Barry Emen, who knows the industry so well. With a degree in accounting and an MBA in finance, Barry has spent seven years as an auditor for a public accounting firm and in the public sector. He has served as controller for a large financial services company.

In 1986, he joined a national recruiting firm and within two years had become one of the top producers. Concentrating in the investment and finance areas, he rose to the position of Director of Recruiting, receiving a number of awards for recruiting excellence.

In 1993, he started his own firm, MJE-ICS Associates, Inc., with which he continues to build a strong reputation for personal attention, quality services and successful placements. Barry holds membership in the National Association of Personnel Services as well as its New Jersey Chapter.

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## John A. Breault, Managing Director

John joined MJE Recruiters, Inc. as Managing Director after serving as the Chief Operating Officer of Heidrick & Struggles' Financial Services Practice.

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Prior to that, John was Director/Chief of Staff for the Vice President of Human Resources at Dow Jones.

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Before Dow Jones, John spent seven years at Goldman Sachs/Commodities Corporation's asset management and alternative investments areas, where he was responsible for compensation, benefits, employment and systems projects. He was also on the project team that established Stockton Reinsurance, a Bermuda-based reinsurance company.

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John joined Commodities Corporation from Patrick Shea Consulting, where he was founder and President. John has also worked for Roadway Express, Hewlett-Packard, Asea Brown Boveri and Honeywell.

John graduated from Union College in Schenectady, New York, where he played football and lacrosse, with a B.S. in Psychology/Science. He also holds a Masters in Human Resources and Industrial Relations from Rutgers University and he attended New Jersey Institute of Technology, where he pursued a Masters in Computer Science.



## Questions

Please contact Barry P. Emen or John A. Breault

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