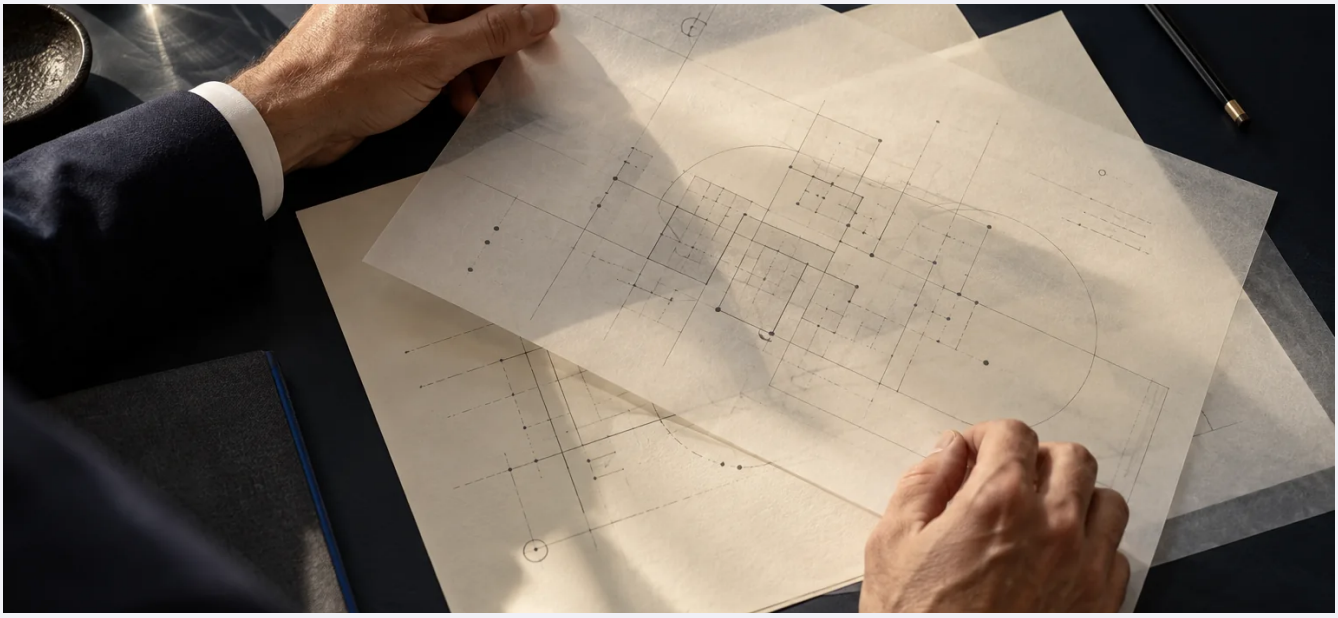
ELEMENTSEARCH

WORKING PAPER / 01

The leadership decision.

A practical working pack for the conversation before the search. For boards, founders, sponsors and leadership teams in the UAE and GCC.



Start with the work ahead.

Use this pack in one sponsor conversation, then return to it as the mandate develops. Write the assumptions down. Mark the points that are still open. Assign an owner to each unresolved decision.

01 Agree the business outcomes and decision rights.

02 Calibrate stakeholders and plan the evidence.

03 Brief the search, record decisions and prepare the transition.

Original Element Search tools. This pack is a discussion aid, not a validated assessment, salary survey or guarantee of appointment success. Editorial image is illustrative.

THE MANDATE

What must this leader make possible?

Complete this page before agreeing the search brief. Describe the business result before listing the preferred career history.

01 / Starting conditions

Why is the appointment needed now? What is changing, and what will the leader inherit?

Business outcome	Evidence of progress	Horizon / owner
Outcome 1		
Outcome 2		
Outcome 3		

02 / Authority and resources

What decisions, budget, team and sponsor access will the leader have? What remains outside the role?

Calibration prompt: would all decision makers describe the same first-year outcome? If not, resolve that difference before comparing candidates.

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STAKEHOLDER ALIGNMENT

One brief.
Several perspectives.

Agree who contributes, who assesses and who decides. Capture disagreements explicitly rather than leaving them inside a job description.

Stakeholder / role	Contribution or decision	Unresolved point
Executive sponsor		
Final decision maker		
Interview / assessment owner		
People / reward lead		
Other critical stakeholder		

The calibration conversation

Where do stakeholders disagree about outcomes, scope, experience or timing? Who will resolve each point, and by when?

Keep personal candidate information out of this worksheet. Use the organization's approved systems for candidate records and assessment evidence.

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THE EVIDENCE PLAN

Agree the evidence before the interview.

Use the same job-related requirements for each person considered. Distinguish a credible example from an attractive title or a confident account.

Requirement / context	Evidence to explore	Method / owner
Example: build a finance function	Starting conditions; decisions owned; controls established; durability of results	Structured interview; relevant work discussion; authorized references
Requirement 1		
Requirement 2		
Requirement 3		

What remains unproven?

List the questions that need more evidence. Separate a capability concern from a condition the business must provide.

The example is illustrative. This sheet does not score or rank candidates. Agree appropriate assessment methods and obtain permission before referencing.

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SEARCH-PARTNER BRIEFING

A better first conversation.

Bring these questions to a search discussion. Agree the mandate and commercial terms in writing; this workbook does not set fees or contractual guarantees.

Market and scope

Which leadership pools and adjacent markets will you examine? What will you exclude, and why?

Accountability

Who will lead the search and candidate conversations? How will the sponsor stay close to the work?

Evidence and reporting

What will the market map, progress updates and assessment record contain? What remains confidential?

Decisions and changes

How will scope changes, delays and disagreements be handled? Who owns each decision?

Commercial terms

What are the fee basis, payment stages, expenses, exclusivity and any agreed replacement provisions?

Transition

What support is included through referencing, negotiation, acceptance and the handover?

Before the market approach: confirm which details can be disclosed, to whom, and at what stage. Avoid universal timing or guarantee assumptions.

DECISION AND RISK LOG

Make the reasoning visible.

Use this page to record mandate-level decisions and unresolved risks. Record candidate-specific evidence in the appropriate secure system.

Decision / open question	Evidence or dependency	Owner / next review
Scope or success-profile change		
Market assumption to test		
Compensation or location issue		
Stakeholder decision required		
Transition dependency		

Appointment rationale: structure, not a verdict

What must the final decision explain? Consider mandate fit, evidence still needed, accepted tradeoffs and support conditions.

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OFFER AND HANDOVER

Acceptance opens the next phase.

Connect the close to the work the incoming leader must do. Name the owner and the evidence of completion for each transition condition.

Condition to confirm	Owner	Completion / open point
Mandate, reporting line and authority		
Compensation and employment documentation		
Notice period, start date and handover		
Confidentiality and announcement sequence		
Sponsor access and stakeholder introductions		
Information, systems and operating context		

What could prevent a strong start?

List the dependencies the business must resolve before day one. Separate an urgent decision from an assumption to test.

Use the business's authorized HR and legal processes for employment terms, references, work authorization and personal information.

Give the mandate a place to land.

Use this as a sponsor conversation, not a rigid performance contract. Revisit priorities when the leader has seen the business from the inside.

Window	Questions to resolve	Owner / review
Before day one	What information, access, sponsor support and stakeholder introductions are needed?	
First 30 days	What must be understood? Which assumptions need testing? What is urgent enough to decide now?	
Days 31-60	Which priorities, dependencies and operating rhythms should be agreed?	
Days 61-90	What progress is observable? Which assumptions or support conditions must change?	

The sponsor commitment

What will the sponsor do, provide or unblock? When will the mandate and progress be reviewed together?

Bring the questions. We will help frame the search.

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