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Connectivity Business Unit
Executive and Professional Search Firm

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LATEST NEWS FROM TYGES INTERNATIONAL -
CONNECTIVITY BUSINESS UNIT

Part IV.

Leadership and Alignment: A Top Down Approach to Solutions Supplying

By: Jonathan Bogush- Director of Connectivity

Over the last few months, we have been exploring the concept of bigger product and service solutions sold by connectivity manufacturers and whether they are improving their relationship with their customers and, in turn, improving their business and their competitiveness in the market they sell to.

Over the course of many conversations with professionals on the front lines of delivering high-technology solutions, it has become clear that solutions providing is here to stay. Not only are the manufacturers that embrace a more complete solution for their customers succeeding, they are thriving as well as driving the scope of high-technology development worldwide.

However, as we have learned, transitioning from a component supplier to a solutions driven supplier isn't an organic process that occurs overnight; it takes a constant and critical evaluation of an organization and its many moving parts - from its business development activities that forge technology alliances and strategic acquisitions to create the solution, to the development of sales channels and technical marketing programs that engage customers and help to articulate the intrinsic value in the solution being offered.

Today, it appears as if more of our clients are in the midst of this constant and critical evaluation and are focusing on the types of talent they need to hire in order to lead the transformation from a supplier to *solutions* supplier. Most C-level professionals agree that the efforts of their HR staffs to identify and engage potential leaders still plays the most important role in any successful solutions oriented company. People are the backbone of any industry and they need effective leadership who will be motivated to do the best jobs they can do.

For years, the standard formula of a strong leader is one that fits the prototypical definition within the high-technology manufacturing world; someone that is a degreed engineer, with 5+years of experience working for a direct competitor with definable achievements in their particular discipline (increasing annual sales, releasing new products, improving manufacturing performance, etc). But in today's rapidly evolving, solutions driven, high-technology manufacturing world, we as recruiters are starting to ask if the "standard formula" being used to identify leaders is something that needs to undergo constant and critical evaluation as well.

Looking at the successful C-level leaders we work with from solutions suppliers, it appears that leadership is not a random learned attribute or series of successful professional circumstances, but rather a person's ability to dynamically and continually adjust to an ever-changing environment. A great leader is able to influence the behavior of individuals and groups; a leader inspires people and motivates them to deliver.

Connectivity Team

Jonathan Bogush
Director of Connectivity
(757) 345-2494 x 30113
Direct Line: (757) 208-7231
Email: jonathan.bogush@tyges.com
<http://www.linkedin.com/in/jonathanbogush>

Tom Peterkin
Executive Recruiter
(757) 345-2494 x 30122
Direct Line: (757) 603-4023
Email: tom.peterkin@tyges.com
<http://www.linkedin.com/pub/tom-peterkin/37/862/a>

Michelle Crockett
Executive Recruiter
(757) 345-2494 x 30112
Direct Line: (757) 208-7229
Email: michelle.crockett@tyges.com
<http://www.linkedin.com/in/michellecrockett>

Alexa Williamson
Executive Recruiter
(757) 345-2494 x 30115
Direct Line: (757) 208-7233
Email: alexa.williamson@tyges.com
<http://www.linkedin.com/pub/alexa-williamson/5b/4b2/6b3>

Jared Jackson
Internet Researcher
(757) 345-2494 x 30119
Direct Line: (757) 603-4024
Email: jared.jackson@tyges.com
<http://www.linkedin.com/pub/jared-jackson/44/12a/58>

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In the past, a leader's personality or charisma was considered key. Leadership effectiveness also was defined in terms of attitudes. The most effective leaders were deemed to be those who placed the greatest emphasis on "people and production". Today, this view has been modified to fit the solutions driven, high technology marketplace we are in; a marketplace that requires all levels of an organization and its functional moving parts to move as one. Now, the leader needs to vary his style to fit the readiness of his subordinates to successfully provide the tools and processes they need to be successful.

A leader's attitude is based on his concern for both his people and their productivity. Leadership behavior today is based on two dimensions: task behavior and relationship behavior. In attempting to lead, an individual always engages in each of these behaviors to some extent. Task behavior involves directing others - telling or showing them exactly what to do and how to do it correctly. By contrast, relationship behavior is characterized by more supportive, facilitating actions and by bilateral communication among individuals. Here, direction typically involves dialogue between a manager and his subordinates or between co-workers.

Obviously as recruiters we are in a unique position to contemplate what makes a leader. Over the next few weeks we ask that you reach out for a discussion on the ways your current company is defining leadership and how the various leadership positions within your organization are being filled.

ACTIVE JOB OPENINGS:

- VP of Engineering and R&D - Industrial Communications / Networking and Relay Protection
- Sr. Product Manager - Industrial Communications / Networking
- Product Development Engineering Mgr.- Mil/Aero Cable & Connectivity
- Field Applications Engineer - Fiber Optic Cables Assemblies and Systems

IMPACT PLAYERS

- Director of Sales and Marketing - Enterprise & Data Center Connectivity
- Sr. Manufacturing Project Engineer - Copper Connectors & Cable Assemblies
- Senior Strategic Account Executive - Broadcast Media Hardware, Software, a Systems
- New Product Development Program Manager - Fiber Optic Cables, Connectors, and Electro-Mechanical Components

Should you be interested in learning more about any of our current job openings or Impact Players, please contact us at connectivity@tyges.com. We look forward to working with you in the future.

Good luck in your current ventures and you'll be hearing from us next month!

TYGES International
5400 Discovery Park Blvd., Suite 201
Williamsburg, VA 23188
855-TYGES77

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