

## Leveled Talent - Executive Search

Oct 2022

Leveled Talent is a people centered executive search and talent support firm that focuses on placing leaders of color in executive level positions across the country. Our clients deeply believe that racial and cultural diversity at the senior level is critical to get the best results and have greater social impact. Our approach to Talent Management is with the mission of building strong partnerships with clients to understand their culture, people, and practices that enable staff to do their best, and organizations to accomplish outstanding results for students, families and communities. Through a rigorous process, we work to identify strengths and support the development of human capital strategies, organizational development, and serve as a thought partner and advisor throughout the engagement.

### Partnering with Navigator Schools

Committed to developing top-tier educators that deliver phenomenal outcomes for all students; The Chief Executive Officer search will start with exactly that —the history and values of Navigator Schools. As partners, we will help Navigator Schools (Navigator) to push the culture forward on issues of equity and inclusion. The work of Leveled Talent begins with a thoughtful clarification of the competencies required for the position you seek and a robust understanding of the unique context of Navigator. The goal is a hands-on and high-touch approach. Every search has a focus on organizational capacity-building, so that clients may replicate the search process in future searches beyond our engagement. At Leveled Talent, we bring a thorough understanding of urban school systems, nonprofits, CMOs and a dedication to having a positive impact for students and families.

### Alignment to values and mission of Navigator Schools

Leveled Talent has a deep commitment to equity, community, being data-driven, and excellence. Each Leveled Talent team member has worked in education and/or education adjacent environments and has seen the power of a meaningful education. We understand our clients work hard toward their mission and we incorporate their values in interview questions, and assessment rubrics, and ensure that advanced candidates have a strong alignment to the organization model.

Our firm has a specific focus on diversifying teams at the highest level so that executive teams model inclusion and reflect the community. Our team operates with a vision of leveling representation gaps across the county one hire at a time. Each search we engage in is approached by enhancing the client's ability to lead more internal searches that garner diverse hires. We work to build capacity with the board, hiring manager, and team members across the organization by conducting bias training, facilitating equity-centered debriefs and providing safe spaces for feedback throughout the process. We show up as authentic leaders, we name when moments feel inequitable, and work toward finding better solutions. We care about getting the right hire, a person that can inspire, shows up as a learner, leads with humility, and integrity.

### Leveled Talent Network

Prior to starting Leveled Talent, our founder [Raven Woods](#) who would be managing the CEO search worked at The Broad Center, focusing on national recruitment of CMO, district, and state leaders at the executive level. Raven and the members of our firm have a wide reach specifically in nonprofits and public education. Growing up in Oakland, CA and working in Atlanta, New York, Mumbai, Nong Khai, and Los Angeles, Raven has built critical partnerships and relationships with leaders who have a strong sense of community and a belief in excellence. We also believe in going beyond our network and often see that there is a long list of leaders who are overlooked or just simply committed to doing their day-to-day work and have not thought about their next steps. We find those leaders, and we vet, cultivate, and support them in engaging in our processes.

A few of our recent Charter clients have included: KIPP SoCal, Freedom Prep, Equitas Academy, E.L. Haynes Public Charter School, and CWC LA. Our searches have a wide range at the C-level, including CEO, Chief People Officer, Chief Equity Officer, Chief Diversity Officer, Executive Director, and Chief Financial Officer.

## Potential Full Day Assessments:

Monday, Oct 31, 2022

Friday, Nov 4, 2022

\*Additional Availability provided per request

The typical approach includes the following steps:

### 1. Broad Engagement, Candidate Profile and Job Description

We review any job descriptions already created and facilitate conversations with key stakeholders to clarify and confirm the most important competencies required of the position, and those traits that contribute to a successful team culture within Navigator Schools. Based on this assessment, we create/refine the candidate profile, explicitly describing those leadership attributes most important for the role. Our goal is to have every stakeholder have a full understanding of the ideal candidate and be able to describe the most crucial part of the role including any regional context that might be important for this person to succeed in the position.

### 2. Recruitment Strategy and Execution

Based on the role clarification, we will research the local and national market and craft a recruitment strategy, with recommended sources to recruit top candidates, and will develop a network contact list for personal outreach to help spread the word about the position and pursue recommendations of high-potential candidates. We will then partner with the Navigator Schools leaders and/or the hiring committee to build a pool of potential candidates and monitor the results of recruitment efforts.

### 3. Interview Scripts and Assessment Tools

In addition to designing the recruitment strategy, we will propose the steps of a screening process for the role and if needed, draft all interview tools. Decisions will include which internal team members and/or stakeholders should be engaged in the screening process, key roles in the interview process, and sequence of steps from first screen to final hiring decision. This will also include the creation of performance tasks to assess the competencies required for the role. The purpose is to minimize bias at every step in the process, and keep the process focused on assessing those skills most important for the position.

### 4. Monitoring of Talent Pool and Initial Calibration of Top Candidates

This stage involves monitoring incoming applications together with the client and will work proactively to ensure a strong pool of candidates. As part of this effort, I will meet with the hiring manager or search lead weekly to review progress, and will provide reports with clear metrics to understand the strength and diversity of the pool and status on candidates in process, including the number of candidates at each step (e.g. first screen, second screen, rejections, etc). We will carry out first-round interviews via Zoom and recommend candidates for second round interviews to be completed by the hiring lead. Candidate profiles will be provided for interviewed candidates summarizing strengths, questions, and recommendation on whether to advance.

### 5. Finalist Interviews

Stakeholders at Navigator will facilitate in-person/Zoom interviews and debrief based on competency-driven interviewer feedback. I will continue to calibrate on desired competencies and strengthen pre-screening along the way until the client finds the chosen candidate and has an accepted offer.

### 6. Knowledge Transfer

We will engage in a debrief call following each search and will provide a final write-up to advise on which practices and lessons learned for this process can be applied to the organization's long-term approach to executive succession planning and hiring.

## Summary of Outcomes Delivered in a Typical Full Search

- Discussion and confirmation of competencies required for the role
- Candidate profile and job description
- Documented recruitment strategy
- Documented screening process with supporting interview protocols and materials for each round of the process and drafted interview guides for stakeholder interviews.
- Posted job description and proactive sourcing as broadly as possible to produce ideal applicants for the role

- Review and monitoring of incoming interest
- Materials and support for facilitation of finalist round interviews
- Post-search call, including sharing of search stats and lessons learned

### Budget and Invoicing Schedule

We charge a fixed fee for **full** searches, with a total budget of \$75,000 for CEO searches. Costs are inclusive of all expenses associated with the project, including a full day on-site or Zoom assessment. Work completes when a successful candidate is hired, which we expect will be within 2-3 months of project launch, however, will continue until the search is complete. We propose the following invoicing schedule:

- 20% (\$15,000) upon delivery of job description and recruiting strategy, estimated within 3 weeks of project start. Clients will be billed 30% of first deliverable at the launch of the project (\$4,500).
- 30% (\$22,500) upon delivery/completion of the first set of first-round screens, and first set of candidates delivered, typically 4 to 5 weeks following recruitment launch.
- 35% (\$26,250) when second round screening materials are delivered and satisfactory delivery of the finalist candidate pool, typically 8 to 10 weeks after search launches, and runs through completion of the interview process.
- Final payment of 15% (\$11,250) when selection/offer decision is made, typically within 2-3 months, but can be longer.

*Our clients have a strong commitment to social justice and the majority work in public education and nonprofits. We specialize in recruiting C-suite executives, Superintendents, State Commissioners of Education, Chief Academic Officers, COO's and CPO's and have close partnerships with talent teams in multinational impact driven companies.*

Read what people say about our work [here](#).

References available upon request.



# Leveled Talent

2022

## Overview

Leveled Talent is a full-service executive search and talent support network that assists organizations in hiring exceptional leaders, enhancing culture and fostering long-term organizational success.

We work to provide teams with balance and inclusive hiring choices that are intentionally centered in equity and result in diversifying teams at the leadership level.

## What We Do

We support our partners by leading searches for executive level and high impact positions, building sustainable internal talent structures that enhance hiring, performance evaluation and inclusivity.

We believe in a world where racial and ethnic diversity is valued and represented at the highest level of leadership and in the rooms where decisions are made. Our goal is to support our partners in their hiring needs and build their organizational capacity so that they are able to implement what works best for them and have lasting results.

## How We Do It

Our work starts with partnering with clients that deeply believe that racial and cultural diversity at the senior level is critical to get the best results and have greater social impact. Our approach to Executive Search is with the mission of building strong partnerships with clients to understand their culture, people, and practices that enable staff to do their best, and organizations to accomplish outstanding results for individuals, families, communities and the world.

To recruit high potential candidates, Leveled Talent proposes the following key strategic steps:

- Targeted Outreach to LT Network
- Education and Non-Profit Outreach
- Social Justice Affiliate Orgs
- Nomination Campaigns
- Advertisement on National Job Boards
- Diverse Affinity Leadership Orgs
- High Profile Targeted Outreach
- Direct Skill-Based Sourcing

## Executive Search

Through a rigorous process, we work with hiring managers and leadership to identify strengths and support the development of human capital strategies, organizational development, and serve as a thought partner and advisor throughout the engagement.

Activity	Goal
Candidate Profile and Job Description	Competency Based Hiring
Recruitment Strategy and Launch	Thorough Role Specific Search Strategy
Leadership Skills and Diversity Tracker	Focus Search to Current Representation Gaps
Applications and Candidate Pool Review	Progress Monitoring and Weekly Updates
Mid-point Check-in	Hiring Committee, Board & Team Members
Monitor Search to Hiring Deadline	Closing Searches (C-level Search within 3-4 Months)

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## Talent Management & Coaching

We help our clients build and implement strong talent systems to support their most challenging needs.

We build authentic relationships. We want to know what you care about and what pressing work challenges keep you up at night. We spend our time with clients listening and learning to determine how best to work alongside you to make lasting organizational change.

Partnerships with our clients are the most meaningful part of our work. Our process starts with identifying and building off the strengths of your organization. We assess the areas of opportunity, and we create concrete actionable plans that are designed to last far beyond our partnership.



## Pricing

We charge a sliding fixed fee for full searches, with a budget ranging from \$55,000-\$75,000. We determine the search cost based on the type of role and how public a search might be (i.e. community involvement, supporting political campaign, Board management, etc.) The majority of our full searches are priced at \$55,000-60,000.

Costs are inclusive of all expenses associated with the project, including two full day on-site or Zoom assessments. Work completes when a successful candidate is hired, which we expect will be within 3-4 months of project launch, however, will continue until the search is complete.

- Invoicing schedule is centered around executive search deliverables and often spread out into 4 payments over the duration of the search.

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- Clients will be billed 30% of their first deliverable at the launch of the project (typically averaging no more than \$5,000).

## Monthly Retainer

We charge a sliding fixed monthly retainer fee, with a budget ranging from \$9,500-\$14,500 for one search. The retainer for consulting projects includes sourcing executive level candidates, conducting first round 1-hour interviews for one and/or multiple positions and is personalized to organizational needs (may include refreshing evaluation materials, creating hiring rubrics, etc.).

Work outcomes are reviewed on a bi-monthly basis and the client will receive a monthly invoice. The recommended engagement for the scope of this project is at least 2-3 months, which we expect will cover the foundation building and project launch, however, the client can decide to end or have a discussion of extending the project at any time.

## Sourcing & Interview - ONLY

Based on your hiring needs, we partner our clients with a contract recruiter that specializes in sourcing diverse talent, conducting screening calls and making next round hiring recommendations. Our sourcing support is billed at \$300/hr and clients are able to cap the weekly hours.

We recommend this package to clients that have strong talent processes, diverse representation of team members and have an internal team to oversee and lead the search.

\*Please note that all pricing models offer flexible packages tailored to the needs of our clients.

References are available upon request.

*At Leveled Talent we know that there isn't a shortage of exceptional leaders of color—they are everywhere, but oftentimes the correct strategies are not in place to identify, recruit or attract. We also know that recruiting Black and brown leaders from various backgrounds isn't the "end all be all", we must create inclusive environments for leaders to thrive.*

Read what people say about our work [here](#).

## About Us

Leveled Talent started with the belief that companies are long overdue for change when it comes to action, and the employment of leaders of color in senior leadership roles. Far too long we've used language like the "pipeline challenge" or "people of color are just not applying."

At our core we believe in equity.

In our work, we strive to enhance that belief in the day-to-day work of our clients.

We put our heart into each engagement, and we look forward to **leveling the gaps** that exist in workplaces throughout the country.



### Raven Woods (left)

Founder & CEO

"Our clients have a strong commitment to social justice and the majority work in public education and nonprofits. We specialize in recruiting C-suite executives, Superintendents, State Commissioners of Education, Chief Academic Officers, COO's and CPO's and have close partnerships with talent teams in multinational impact driven companies."