



Kevin Spagone
(888) 477-5613 or (203) 488-6944
Kevin@reitmanpersonnel.com

Reitman Security Search, 163 Cedar Street, Branford, CT 06405

JUNE 2017

Reitman Security Search is a leader in executive recruitment and consulting, supporting the electronic security/critical building systems space globally. Our clients include the industry's most sought-after employers; public and private electronic security technology manufacturers, systems integrators, specifiers/consultants and distributors. Here are some examples of our practice.

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Best practices...

Can You Lead Your Company Through a Critical Inflection Point?

A number of our clients, dominant industry players for many years, now find themselves at a point where they must evolve. New competitors are fierce. Increased customer expectations are challenging pricing.

This is becoming a common and recurring story with companies everywhere.

Andrew Grove, former chair of Intel, wrote about inflection points as far back as the late 1990s. Grove died about a year ago, but his ideas have had an enduring quality which is rare in business.

For Grove, *a strategic inflection point occurs when a company experiences a major*

change in its competitive environment. This major change can be the result of a number of factors, including the introduction of new technologies, a shift in the regulatory environment, or evolving customer values. In the case of many of our clients, all three are factoring into the changes they are experiencing.

Common to all organizations facing an inflection point is the need to make fundamental changes in business strategy. This will put tremendous stress and strain on leaders who will be responsible for affecting those changes. If they fail, it could mark the beginning of the end for that organization.

In a recent article by McKinsey & Company, the authors argue that strong, dominant, incumbent players in certain industries "needn't be victims of disruption if they recognize the crucial thresholds in their life cycle, and act in time."

The article repeats a quote from Reed Hastings, the CEO of Netflix, who noted that many organizations fail to try new things out of a fear of hurting long-standing, core activities. "Companies rarely die from moving too fast," Hastings has said, "and they frequently die from moving too slowly."

We all know of companies that have failed to react to inflections in their industries. Many of those leaders may have seen what was happening but were unable to respond, resulting in a downward spiral.

The big lesson here is that just saying your company has to transform is very different than successfully transforming.

I'm reminded of a well-known and often used analogy of an iceberg...Everything above the water surface represents the behavior and actions of leaders; everything below represents the fundamental assumptions, values and mindsets. In order to transform a company, leaders need to first transform themselves. This would require them to act and behave differently, but only after they were able to change their mindset and core assumptions.

Does this sound familiar? Are you going through a period of significant transformation? How are you and your fellow leaders responding? Are you challenging old assumptions and mindsets?

As you address leadership accountability, remain focused on the discussion of what exactly you must do individually and collectively to successfully lead the company through your own inflection point. One recommendation is to use the ideas from Vince Molinaro's book, *The Leadership Contract*, to help your leaders start their journey.

Over the coming weeks, challenge leaders to pause from their day-to-day grind to reflect on their roles, challenge the assumptions they have made about the company, and begin to learn new ways to be accountable as your company heads into the next one hundred years.

These are questions we all need to grapple with as leaders.

*Source, Vince Molinaro; LHH.com

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Regional Sales Managers- (Access/Video/Intrusion/Communications Solutions) - Multiple US Markets Including: NYC, LA, Chicago, Houston, Nashville

NA Sales Leader- SaaS/Connected Building Solutions

A&E/Consultant Business Development- Southwest/SoCal Region

Connected Building/IoT Software Business Consultant- Metro NYC

Regional Sales Manager- Network Video Solutions- Connecticut

Field Applications Engineers- Video & Access Control- Texas & Southern California

Business Development Executive- Industrial Software Solutions/IoT

Business Development- Machine Vision- Industrial/Manufacturing Vertical

Global Strategic Account Manager- Enterprise Solutions

Project/Operations Manager-Manhattan/Metro NYC

Business Development- Thermal Imaging Solutions

Vertical Market Sales Manager- Gaming

Field Applications Engineer- Network Video- NYC Territory

Managed Access Control & Video Sales- Chicago

Regional Sales Director- Texas/South Central US- **COMPLETED**

District Sales Leader- Integrated Security & Building Solutions- Pacific Northwest

Connected Building/IoT Software Business Consultant- LA, Toronto, Atlanta, DC- **COMPLETED**

Senior Project Management Leader- Eastern US- Integrated Solutions- **COMPLETED**

Regional Sales Manager- Locking/Access Control Technologies- Northeast US Region

Regional Sales Manager- Intrusion Technology- Midwest/Chicago

VP Marketing- \$1B+ Global Security Products

Field Sales Manager - Critical Building Systems/Enterprise Solutions, Ontario, CAN

Regional Sales Manager- Network Video- Manhattan Region

Enterprise Business Development- Strategic Capture +\$1M Integrated Solutions- NYC Region, Texas Region, Chicago Region

Regional Account Manager- Network Video- Pacific Northwest

Regional Sales Manager- Access Control- Integrator/VAR Channel- Metro NYC

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STAY CONNECTED:

Kevin Spagone, Director: Kevin@reitmanpersonnel.com
Direct Line: (203) 643-6898



Peter Aloï, Executive Search Consultant: Peter@reitmanpersonnel.com
Direct Line: (203) 643-6897



Brandon Foster, Candidate Development Specialist: Brandon@reitmanpersonnel.com
Direct Line: (203) 643-6894

