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### *Best practices...*

#### **Leveraging "Disruptive" Talent - Three Key Steps to Getting Results**

There is no question that terms like 'digital disruption' and 'innovation' have become buzz words in boardrooms and c-suite offices. As organizations come to terms with the fact that the business environment has been fundamentally changed by technology - and that the pace of change shows no signs of slowing down - business leaders are increasingly looking for ways to drive innovation to stay one step ahead of the competition or avoid being disrupted by an emerging threat.

Competing in this new normal requires organizations to find proactive talent; those who can spot opportunities, challenge the status quo, and generate and implement unique / innovative ideas that can deliver significant business value. For P&L responsible managers however, the challenge is that many of these "disruptors" often work/struggle within the constraints of a traditional organization.

In order to achieve desired results, business leaders need to make sure that they:

- \*Find the right type of disruptors.
- \*Engage disruptive talent in a way that aligns with organizational commitment and readiness.
- \*Invest sufficient energy and effort to maximize the engagement and success of disruptive

talent.

## 1. Finding the Right Disruptors

Not all disruptors are created equally, and investing in the wrong type of talent can cause significant chaos and negatively impact business performance and organizational culture.

Many organizations are beginning to look for people who can spot opportunities to do things differently. While generating ideas is critical, it is not necessarily enough to improve business performance.

Disruptive talent who can truly make a positive impact on business results also need to have the skills and competencies to get things done. They need to be tenacious and self-confident enough to make recommendations that may at first glance appear to be unworkable. They also need to have the resilience to handle rejection and failure without losing momentum.

## 2. Engaging Disruptors

To successfully engage this multiskilled type of talent - those who can deliver business value - organizations need a strategy to define how they will engage with such talent. Many leaders think that the only option is to hire disruptors, but there are a number of different ways to get started.

To determine the right engagement method (i.e., whether to involve, borrow or hire), business leaders first need to take a look at two important factors:

Commitment to Innovation and Change:

In order to maximize the return on the investment in disruptive talent, organizations first need to ensure that there is senior leader commitment to use new and emerging technologies to innovate business models, business processes, the client experience or the employee experience....And that commitment must include dedicated funding.

Readiness for Change

After assessing commitment organizations must also consider their overall readiness. Many organizations may be committed to doing things differently, but simply are not ready as a result of factors like:

Their culture (e.g., level risk tolerance/risk management capabilities, agility, customer centricity, learning orientation, etc.)

Innovation maturity (e.g., existence of formal strategy, process, governance, etc.)

Technology readiness (e.g., technology investment, enterprise architecture, etc.)

Strength of eco-system partners (e.g., relationships with innovation accelerators, technology vendors, academic institutions, etc.)

Organizations that have high commitment and readiness, are well positioned to benefit significantly from disruptive talent, as long as they can source the right people and provide them with the right support.

### 3. Maximizing the Engagement and Success of Disruptive Talent

Once an organization finds the right talent, there is work that still needs to go into ensuring a good return on the investment. Organizations should ensure that the disruptor has:

Executive sponsorship - direct access to C-Level support.

A peer mentor - someone who can help navigate the politics and 'informal' aspects of the organization.

Manager support - a leader who has the influence and authority to remove roadblocks, and who is capable of helping the disruptor successfully integrate into more traditional teams.

Connection to other disruptors - opportunities to network and collaborate with others who think the same way to avoid feelings of not fitting in/isolation.

Frequent feedback - disruptors need more frequent feedback than regular employees, and it needs to focus not just on what has been accomplished but also how the results were achieved.

Professional coaching - disruptors, especially early in their tenure in an organization - can benefit significantly from working with a professional coach.

Finding and engaging talent who can productively disrupt current thinking can be extremely effective and deliver significant business value to an organization. As with everything in business, it starts with having a strategy to find the right people, engage them in the right way and ensure that they have the support required to succeed.

Source: Michelle Moore, LHH Knightsbridge; onpeople.lhh.com

#### [Recent Placements and Current Engagements](#)

Connected Building/IoT Software Business Consultant- New York, LA, Chicago, Atlanta & Toronto

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

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

Regional Sales Manager- Network Video Solutions- Mid-Atlantic

Project/Programs Operations Leader- Access Control Hardware

Customer Service Leader- Access Control

Regional Sales Manager- Network Video - Metro NYC/NJ

Regional Sales Manager- Network Video Southern CA/Southwest

Vertical Market Sales Manager- Education Solutions- Network Video

Enterprise Business Development- Phila, DC, Boston, Atlanta, Denver, Houston, Seattle, Chicago

Director of A&E/Consultant Business Development- Enterprise IT/Security Solutions-

**COMPLETED**

Regional Sales Manager- Network Video- Pacific Northwest

Vertical Market Sales Manager- Gaming- Network Video

Director of Inside Sales- Los Angeles

Product Manager- Network Video and IoT Solutions

National Customer Service Leader- Life Safety Technologies- **COMPLETED**

Business Development Manager- IP Video Solutions- Vertical Markets, Midwest-Based

Business Development Manager- Enterprise Solutions- Houston

Regional Sales Manager- Enterprise Access Control- New England

Vertical Market Sales Manager- Multi-Family Housing- Access Control, Northeast- **COMPLETED**

Regional Sales Manager- IP Video- Ontario/GTA- **COMPLETED**

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