

# Case Study

A global company had tried everything in an attempt to bring in a highly specialized technical expert to complete a key internal team, but had been unsuccessful.

*CriticalKnowledge focuses on the most difficult challenges in sourcing critical talent in the energy sector.*

*We operate as a radically amplified search firm.*

- *We do not use recruiters. Our operations personnel have deep backgrounds in strategic intelligence.*
- *We pioneered the application of advanced strategic intelligence methodology to human capital sourcing.*
- *We leverage the knowledge and industry relationships of a global intelligence network of 5000 specialized sector experts on five continents.*

*The result is our ability to deliver when no one else can.*

## Challenge

A key aspect of the problem was that the individual the client was seeking required expertise in a sub-specialty in a very narrow area, as well as experience with the specific kind of technical projects the company commonly undertook.

Furthermore, the specialized labor market at the time was extremely tight. They had tried all other sources intensively for a period of time, and everything had now come down to the wire. The rest of the team was in place and this was the only piece of the puzzle that was still missing. Further delay would put critical deadlines in serious jeopardy.

The client came to CriticalKnowledge because of our focus on the most difficult situations in sourcing human capital.

## Process

- CK went through problem definition in depth with the client's operations personnel.
- The CK operations team built a detailed operational model of the role in the context of the relevant value chain. We identified critical linchpin components where the role was correlated with greatest value creation in the relevant value stream.
- An example of one of the many issues that came up in the context of the operational modeling and verification with sector experts from the CK intelligence network related to the capability of intensively assessing Material Take Offs (MTO's) in specific areas based on deep practical field experience with required design and construction demands as opposed to theoretical understanding of relevant parameters. MTO's were a core issue because they served as a key area from which variability in costing originated, and thus had significant impact on final investment decisions. The ultimate capital spending was substantial.
- CK gathered comprehensive intelligence in this complex technical area and a deep understanding of all of the relevant players in this specific market sub-segment.



*"CriticalKnowledge's capability to deliver key talent in difficult situations is extremely impressive. We had a highly time sensitive need for specialized senior level talent to undertake work with respect to a major project. They had less than a week to deliver, and despite significant skepticism on our part, they did. More importantly, the talent they brought in has done exceptional work for us - one of the best we've seen in his field. We've come back to CK again because of the sophistication of the process they engage in and the quality of talent they bring to the table. I strongly recommend them.*

*Senior Manager, Major Global Company*

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- CK tapped all of its intelligence intensively with a task forced based approach in a short period of time in order to meet this need.
- The CK operations team engaged in substantive discussions with more than 30 specialized experts worldwide in quantity survey in order to a) expand our understanding of the operational model for the role, and; b) funnel us to the few people who are the top of their game with respect to this specific need.
- The CK intelligence gathering process rapidly allowed the identification of a relatively few individuals who were capable of undertaking this work.
- CK evaluated individuals against the detailed operational model created for the role in order to determine appropriate for the specific demands of the role.
- CK gathered in-depth intelligence on specific individuals through external third parties from our intelligence network and referred to us by our network.

## Results

- The individual CK sourced was deemed by client management to be ideal for the role.
- In a relatively short time, the individual was able to discover key issues that ultimately helped to save the client millions of dollars. He was deemed to be one of the best the client had ever encountered in this role.
- CK was able to deliver within the context of an extremely compressed timeline as a result of the emergency nature of the need.

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