

## Presentation of Our Services



**We build companies.™**

Website: [www.karelco.com](http://www.karelco.com) Phone: (203) 341 9911 Email: [inquiries@karelco.com](mailto:inquiries@karelco.com)

Van Nuys, CA

Durango, CO

Westport, CT

Santa Fe, NM

*Who we are...*

Karel&Company (est.1980) enjoys being one of the oldest and premier retained executive search firms placing C-level executives and senior management in the: Architecture, Construction, Engineering, Environmental Engineering, Hospitality/Lodging, Homeland Security, Nano Technologies, Real Estate Development, Property/Asset/Facility Management and Energy - Power - Utilities industries. All things Green.

We work globally.

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## Testimonials

***“Stephen, you’re the best!”***

**Robert Kelleher**  
Employee Engagement Grp. - Pres. /CEO  
Frm - AECOM - SVP

“I have known and worked with Stephen Karel for quite some time now (over 10 yrs.). I have found, not only has he provided valuable services when needed, but he also has maintained a professional relationship. With past positions, I've found Stephen to thoroughly screen candidates and present only the most qualified that fit our needs. I would not hesitate to contact Karel&Company for top-level recruitment expertise.”

“Great Results, he is personable and expert”

**Karen Ciechanowski**  
**Dir. of Talent**  
**Resources AECOM.**

“In my 15+ years as an HR professional I have had occasion to work with many executive recruiters. I have always been quite selective when utilizing these services. With Steve Karel, it was clear his service was superior to any others I had encountered prior and since. Steve was always the consummate professional with the highest integrity. He was always thorough and tenacious in meeting the requirements of our staffing needs. All of the assignments I worked with Steve on were of the utmost difficulty and these positions tended to fall into the “needle in the haystack” category. Despite these challenges Steve never disappointed. Moreover, aside from being a brilliant recruiter, he was a fun to work with.”

**George Rico**  
**Worley Parsons**  
**HR. Dir.**

I attributes his company’s success in placing senior and C-level management to an art, a solid science, lots of due diligence, and hard work. That is exactly what we have been doing for our clients for over a quarter of a century finding the best possible talent for our clients.”  
Press release 09-03-09

**Dr. M. Sobel**  
**Published author, Global lecturer**  
**Training & Development Dir.,**  
**Citi Corp.**

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“Karel&Company was selected for this assignment because of your reputation. This was confirmed to me by the referrals and clients who attested to K&Co.’s *patented process* of qualifying, selecting and presenting only the best candidates. We found this to be true and our expectations were greatly exceeded by the quality of candidates whom you presented to our search committee. The time and detail you spent researching and testing the potential candidates is the most thorough that I have witnessed in my 30 years in the human resources profession.”

**James F. Foley**  
**Frm. Dir. of HR**  
**Stuart Dean Company, Inc.**

“Karel&Company has been our executive search firm and they have successfully recruited for EA the following management positions at corporate, national, and regional levels: Marketing, Sales, Regional CFO’s, National Technical Directors., Branch Managers, VP of Laboratory Operations, Transportation Engineering, Dir. of Proposals, Engineers, and Management Consultants.

In all the assignments that were given to Karel&Company, we have found them to be fast, accurate, efficient, and cost effective. They have always found the right candidate in the right geographic location so that our relocation costs were kept to an absolute minimum. Stephen Karel and his associates have the unique ability to fully understand our corporate personality and chemistry.

I highly recommend to you Karel&Company, and Stephen’s ability as a solid search and management consultant, one who understands the importance of reliable customer service.”

**Meredith Conklin**  
**Frm .VP of Human Relations**  
**EA Engineering / Louis Berger**

“Karel&Company has an excellent grasp of our needs, and has successfully placed with our firm eight individuals of the caliber and skills that were required by our organization, including design, construction technology, and management.

Mr. Karel performed his services in a highly professional and reliable manner. We could count on him to fulfill all our needs. I highly recommend Karel&Company to your firm without reservation.”

**Peter R. Kosinski, President**  
**Kosinski Associates A/E**

“Karel&Company has worked with Metcalf & Eddy as an executive consultant for many years. Mr. Karel has successfully placed several highly qualified individuals in key positions with our organization. The positions filled by Karel&Company have included project engineering, business development, and senior level management.

I am impressed with Stephen’s professionalism, in-depth industry knowledge and sound business acumen.”

**Shirley J. Boyer**  
**HR Mgr. Metcalf & Eddy**

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"Steve Karel is unique as an executive recruitment professional. In addition to being a great guy, Steve is the professional's professional, meaning he goes beyond being an executive recruiter as a strategist, an advisor and team builder, as if the hire was his own, and knowing what is required for each organization's strategic short and long term needs. He is a trusted advisor to be relied upon for the selection of mission-critical executives. His due diligence and insight into the needs and fit of an organization coupled with his wisdom, experience and time-proven processes insure that his candidates are superb for the job. I recommend Steve highly."

**Stewart Borie, CEO  
Inquiry Consulting  
San Diego, CA**

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## Partial List of Clients

**AECOM**

**Aqua Alliance**

**Brown & Caldwell**

**Bureau Veritas**

**Caltex International**

**Camp Dresser McKee (CDM)**

**CH2M Hill**

**Cleveland Cliff Mining**

**Colangelo Architectural Assoc.**

**Commodore Advance Science (ASI)**

**Corporate Planning Group**

**Cushman & Wakefield**

**Dames & Moore**

**EA Engineering Science & Technology**

**EMCON**

**ENSR**

**EORM**

**Frank Mercedes Developers**

**Gilbane Construction**

**GTI/IT**

**HLA**

**Kosinski Associates A/E**

**Lockwood Green International**

**Maguire Group**

**Metcalf & Eddy**

**Modern Continental**

**Pavarni Construction**

**Perini Construction**

**Stuart Dean Restoration & Construction**

**TRC Solutions**

**URS (Greiner/Woodward-Clyde, Dames & Moore)**

**Vanasse Hagen Brustlin (VHB)**

**Worth Construction**

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## Positions

**Principal**

**President**

**CEO \***

**COO \***

**CFO \***

**Legal**

**Financial**

**Operations**

**Marketing**

**Business Development Manager**

**Human Resources Director**

**Communications**

**Public Relations Manager**

**Branch & Regional Manager**

**Contract Administration Manager**

**Department & Group Manager**

**Architects**

**Engineers**

**Scientists**

**Designers**

*\* All C- level positions.*

## Industries

▶ **Asset Management**

▶ **Architecture**

▶ **Construction**

▶ **Engineering**

▶ **Energy, Power and Utilities**

▶ **Environmental Engineering**

▶ **Facilities Management**

▶ **Homeland Security**

▶ **Hospitality/Lodging**

▶ **Nano technologies**

▶ **Property/Asset Management**

▶ **Real Estate Development**

▶ **“Everything Green,” Renewable, and Sustainable.**

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**This is funny and it can save you money!**

“Welcome aboard we are delighted that you have joined our company”...then six months later, you want to kick yourself, or maybe someone else in the rear. Your company followed all the proper procedures and still made a bad hiring decision. At this point your company has invested a lot of time, and wasted a lot of money, and now the entire process has to start all over again – very costly. In a large number of the companies that we have quarried, for which we have performed a forensic analysis, their hiring process has experienced this type of scenario. All of them have well- developed and structured hiring protocols that screen, test, and do due diligence. Still they have all experienced the same type of failure rate.

***“I love you, you are perfect, now change”, is a very costly concept for hiring people.***

Working with Karel&Company is unlike working with any other executive search firm. You will love our results and our unique approach, we take to get there.

K&Co. will fill your position with the best candidate, one who will *fit* into your company, and we guarantee it.

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## **Timetable & Deliverables**

The following is an aggressive and estimated schedule of deliverables for your search. This also considers the free and unfettered access to all the principal parties and individuals who will be involved in this search, and their quick responses. An average search should take three to six months.

<u><b>In Week:</b></u>	<u><b>Performance and Tasks</b></u>
1 - 3	<ul style="list-style-type: none"><li>◆ Set performance-based: job descriptions, qualifications, responsibilities, goals, and expectations.</li><li>◆ Set-up remuneration package for this position that will attract top level candidates.</li><li>◆ Access to all the people involved in the interviewing process to determine if there might be any personality or chemistry “mismatches”.</li><li>◆ Gather biographies of all primary parties involved in the search.</li><li>◆ Develop a list of target companies.</li></ul> <hr/>
2 - 3	<ul style="list-style-type: none"><li>◆ Develop a list of target candidates.</li></ul> <hr/>
4 - 8	<ul style="list-style-type: none"><li>◆ Start first- stage due diligence of targeted potential candidates.</li><li>◆ “Short list” of prime candidates</li></ul> <hr/>
8 - 10	<ul style="list-style-type: none"><li>◆ Administer personality/chemistry sorter and any additional outside testing that the client may require.</li><li>◆ Conduct second-stage due diligence; employment, personal references, credit, education, public records, etc.</li></ul> <hr/>
10 - 12	<ul style="list-style-type: none"><li>◆ Set-up initial interviews for client.</li></ul> <hr/>
12 - 14	<ul style="list-style-type: none"><li>◆ Interviews; critique all parties.</li><li>◆ Report back to client.</li></ul> <hr/>
14 - 16	<ul style="list-style-type: none"><li>◆ Second round of interviews.</li><li>◆ Critique all parties, and reports back to the client.</li></ul> <hr/>
18 -	<ul style="list-style-type: none"><li>◆ Extend offer.</li><li>◆ Be prepared for a counter offer. Make sure resignation letter is sent.</li><li>◆ Set candidate’s start date. Send a copy of accepted offer letter.</li><li>◆ Follow-up with client and new employee in 3, 6 &amp; 12 mos.</li></ul>

\* *At the clients request we will be happy to attend and assist in “face to face” interviews. Our fees are predicated on a percentage of the candidate’s first-year base salary ONLY.*

**Five reasons why a top “passive” candidates would be motivated to consider a new position:**

**1. The quality and the scope of the position.**

- Long and short term growth potential.
- Upward momentum, challenge, quality of projects, prestige.
- Job descriptions/responsibilities, solid goals and attainable targets.

**2. The quality of the hiring manager.**

- Their potential mentors.

**3. The quality of the team.**

- Winners are attracted to winners.

**4. The quality of the company.**

- Past track record and future growth, strategies, and potential.
- Financial, responsible planning and management of resources - stewardship.
- People.

**5. The compensation package, title, and location.**

- Must be attractive enough to attract “The Best Talent.”

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**Our declaration to you:**

We will work with your team to produce a succinct outline for the position(s) in question and we will tailor a specific outline consisting of the following points for the position in question:

- Job description
- Jobs responsibilities
- Jobs goals
- Job performance
- Experience required
- Management skills needed
- A personality, chemistry, and character profile that will be compatible with the immediate team and your company \*

**This endeavor can be accomplished only with the full cooperation of all parties involved.\***

*\* The personality, chemistry and character profile sorters are incorporated as a gratis part of our service.*

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## **Suggested Questions for Senior Management or C – level Candidate. Questions**

- Does the candidate have a robust business strategy?
- What are his/hers business models and operating strategies?
- Does the candidate have any leadership insecurities or anxieties?
- Is the candidate adaptable to change and future challenges?
- Does the candidate have a strong set of shareable values?
- How would the candidate handle “Innovation potential”?
- Do they have the ability to improvise?
- Can the candidate show a culture of adaptability?
- What is their concept of “distribution of leadership responsibility?”
- Has the candidate established solid customer relationships in the past?
- Can they move quickly from analysis to a plan of action
- Experience of dealing with crises.
- Can the candidate show that they have render positive guidance in times of crisis and setbacks?
- Enabling leadership and initiatives at all levels of the organization.

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## **This will save you money.**

The “right” candidate must have all the desirable qualifications and experience, including solid business acumen and prowess.

This is our “**25% -70%-5% Formula**”™

- A résumé's value to K&Co. is only worth about 25% of the candidate's obvious value; if the candidate doesn't possess the correct background, skills, experience, total passed performance, positions held, accomplishments, business acumen, wins, education, etc. you shouldn't be wasting your time. Regardless of anyone's “gut feelings,” the candidates' presentation at an interview, or what others say, etc.
- We consider 70% of their value to you is their compatibility factor: personality, character, chemistry, and temperament. And,
- The last 5% is **luck**, every company and every person needs some luck.

Example: Let us say the candidate is considered the “Albert Einstein” or “I.M. Pei” of his or her field or discipline, but if they do not fit into your company's personality, character, temperament or chemistry. That person, if hired, will be an abject failure.

### **“Needs Analysis”**™

Be aware, that most people have some biases, and during an interview some of these “feelings” might distort the critique of the interviewer, and thus their feedback. However, this can be minimized by our Needs Analysis methodology.

Most people are heavily influenced by their perceptions and what they expect to see. Even when something is right before their eyes, it can be hard to “see” because of preconceived notions. They may feel that they are looking at things in an impartial way, but it can be difficult to avoid these biases.



*The three of hearts should be red, not black.*

Our **Needs Analysis**, coupled with our years in experience of screening, vetting, performing due diligence, and evaluating C-level and senior management, has made K&Co. one of the leading retained executive search firms in our areas of expertise. Remember, emotions and “feelings” can determine decisions. Different perceptions of the position *by either the candidate or interviewers* will guarantee failure.

- The candidate's interviewing skills do not reflect competency or the ability to succeed in the position.

Our “Needs Analysis”™ is a methodology that has been created over the last 30 years that will enable your company to review the hiring process, internal hiring procedures and interviewing techniques thus, gaining a more precise, and honest feedback from your key interviewing staff, resulting in hiring the best possible candidates.

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**“He’s a truth wizard”...which explains some of Stephen’s abilities, Dr, Milo Sobel.**

A generation ago, Dr. Maureen O'Sullivan, Professor of Psychology at the University of California in San Francisco, coined the term "truth wizard," to describe the rare individual who possesses the innate ability to recognize the words, speech patterns, breathing, tone, pace tones, attitudes, demeanor, composure, truthfulness and accuracy of what someone is saying ... even over the telephone. Using pattern recognition and applying emotional sensitivity, these 'Truth Wizards' are capable of determining if the subject is telling the truth. “Phone lattices,” an arrangement in space of isolated points (e.g., lattice points) in a regular pattern provide a very effective and reliable understanding of a person's sincerity, not deflected by the subject's physical attributes or lack thereof. Through her research into **“Truth Wizards,”** she determined that most of these talents were inborn, and then developed over the course of a lifetime. Moreover, at the time, Dr. O'Sullivan was able to identify less than a hundred individuals with this gift.

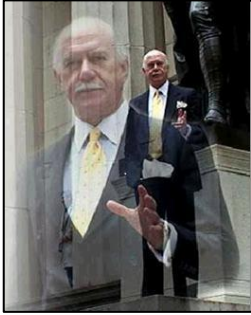
Despite the passage of time and the seeming lack of necessity to identify more candidates as 'truth wizards,' if only for research purposes (given the embrace of O' Sullivan’s contribution by the academic community), the population of 'truth wizards' has not been formally expanded. Amongst the *cognoscenti*, however, it is known that, although a still rare breed, "truth wizards" certainly exceed a hundred heads. In my personal experience as a researcher, author and management consultant, extraordinary individual come to mind as members of this exclusive club: Stephen A. Karel, CEO of Karel&Company executive search.

Dr. Milo Sobel  
Principal, The Coronet Group

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## As Quoted in “International WHO’S WHO of Entrepreneurs.”



“Karel&Company (*est. 1980*) has helped many companies gain a larger share of their markets and attain greater profits. This is achieved by their ability to analyze their customers’ needs and deliver qualified candidates with the unique talents and strengths that give their customers a competitive impact. Karel&Company serves clients in the following industries: Environmental Engineering, Architecture, Construction, Engineering, Hospitality/Lodging, Real Estate Development, Property Mgt, Asset Mgt, Facility Mgt, and the Energy - Power - Utilities Industries (alternative energy, sustainable, and renewable; biomass, fuel cells, geothermal, hydro, solar, wave, wind, etc.). They work globally.

They have filled the following senior management positions; Presidents, CEO’s, CFO’s, COO’s, Financial, Legal, Operations, Marketing/Sales, H.R. Directors, Regional Managers, Branch Managers, Scientists, Engineers, and Designers. Working with small and larger corporations, the Company’s track record in consulting and the search industry is outstanding. The Company employs eight people in the USA and admits to a volume of over one million dollars annually. Mr. Karel, the President/CEO, oversees the total operation of the Company.” **Int’l Entrepreneurs 1999 Edition, page 174.**

**Stephen A. Karel**, President/CEO of Karel&Company/Retained Executive Search (*est. 1980*), brings an extensive background in business management to his 30-year-old company. Prior to entering the executive search business, Mr. Karel worked in the designer fashion apparel industry for 20 years. He served as a Divisional President for Halston and Diane von Furstenberg, Mr. Karel helped establish Perry Ellis, and he was a Divisional President of Manhattan Industries. He has been credited with attaining multi millions of dollars in volume and profits for the companies he ran, and is currently running.

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Mr. Karel and his company have been featured in local and national newspapers. He also has been the guest host on many public TV broadcasting shows helping companies find people, and advising individuals on how they can find new positions or change careers.

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**Member of Business Week Market Advisory Board**

**Member BoD - New York City Fashion Council**

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**The following will give you a glimpse into Mr. Karel's personality profile:**

**Meyers-Briggs Type**  
**Indicator**

The Myers-Briggs Type Indicator, which measures four qualities of a person -- introversion/extroversion, sensing/intuition, thinking/feeling, judging/perceiving -- is often used to help match people up with careers..

**Mr. Karel's MBI is ESTJ; "Administrator"** - Good manager, steady, balanced.

His type is often described as a "pillar of strength." Best adjective would be *responsible*.

He is outstanding at organizing, setting up orderly procedures and in detailing rules and regulations.

Mr. Karel would be comfortable in evaluating others and tend to judge how a person is doing in terms of standard operating procedures. He could be a little abrupt with those who get out of line, and he also may not be responsive to points of view and emotions of others.

- Has a stoic ethic.
- He is always prepared. At a cursory glance, might seem to be pessimistic. He is realistic about errors and shortages.
- Traditions and ceremonies are very important, and he tries to maintain them.
- He has a good sense of responsibility, and obligations. When at a party, in order to have a good time will help the host with serving and cleaning up.
- He is conservative by nature.
- Most people like to be in his presence.
- He tends to take on too much, and might worry who will do it?
- He is not impetuous and sudden changes do not sit well.
- He is a strong advocate of fundamentals, and the need to fulfill them.
- The care of others, especially the young and the old, and those in position of authority, is of special concern.
- He has a deep commitment to the standards of society. He does not like to be associated with people or institutions, which are outside the social pale.
- He is a stable person. "A good day's work for a good days pay."
  - Strong sense of right and wrong, and is disapproving of wrongdoers.
  - Tends to do the right thing at the right time. He does not put things off.
  - Likes to get things done in an organized and orderly manner.

Mr. Karel is comfortable in evaluating others, and tends to judge how a person is doing in terms of standard operating procedures. He follows routines well. He has a place for everything. He is a facilitator rather than a director, a *catalyst* rather than a commandant.

*In addition* to the Meyer Briggs sorter you might also want to look at The Minnesota Multiphase Personality Inventory, which attempts to measure propensity for substance abuse or other pathologies, is regularly used to assess candidates for sensitive positions in police departments, banks, nuclear plants and the like. The Neuroticism, Extroversion and Openness Personality Inventory breaks personality down into five characteristics that some companies use to assess traits such as management potential, etc.

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A thank you note...



Dear Mr. Karel:

On behalf of the Stuart Dean Company, Inc., please accept this communication as acknowledgement of our deepest appreciation for the excellent services you provided in our successful executive position search for our Senior Vice President and National Director of Operations.

You were selected to take the assignment because of your reputation of Karel&Company as a premier executive search firm. This was confirmed by referrals and clients who attested to the Karel&Company patented process of qualifying, selecting and presenting only the best candidates to the client. We found this to absolutely true and our expectations were exceeded as you directed and completed the search. The process of taking the time to visit and interview the management staff, understanding the nature of the niche business we operate, and drilling down to present superior candidates was precise to our needs. From over 300 résumés reviewed and multiple network contacts you made, and hiring executive manager and senior management staff and the Board of Directors was presented with candidates all of whom could do the job. The time and detail you spend researching and testing the potential candidates is the most thorough that I have ever witness in my 30 years in the human resources profession. These remarkable experiences lead to the selection of the most appropriate candidate and the one who is truly committed to the company.

Stephen, you provide the mentoring to facilitate a solid interview process and educated staff to maximize efficiency and capability for recruitment and selection. Most of all you were available, patient and perspicacious, and objectively guided us through the difficult selection process. In the end you helped solidify and present a very good offer of employment to our candidate. You facilitated the candidate entry into the company and still maintain contact to assure both incumbent and client satisfaction.

The Stuart Dean Company, Inc. is very pleased with the services provided and we look forward to the future to continue our relationship.

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Very truly yours,

A handwritten signature in black ink, appearing to read "James F. Foley".

James F. Foley  
Director of Human Resources

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## TV excerpts...



<http://www.mfgvideos.com/Employment/index.htm>

“Working with Karel&Company is unlike working with any other executive search firm. You will love our results and the unique approach we take to get there.”

To schedule a brief conversation with me, click on this link: <http://my.timedriver.com/9BPRK>

Linked In profile: <http://www.linkedin.com/in/karelco/>

Please review our website: <http://www.karelco.com>

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