

Mandate Briefing Checklist — Executive & Specialist Search (Divine ICTP)

A precise brief shortens time-to-shortlist, protects confidentiality, and keeps stakeholders aligned. Use this checklist before kick-off so search criteria, outcomes, and decision rights are clear from day one.

1. Role & outcomes

- Position title, reporting line, and location (office / hybrid / remote)
- Purpose of the role in one or two sentences
- Success outcomes for the first 6–12 months (measurable where possible)
- Scope: team size, budget or P&L influence, key deliverables
- Why the role is open (growth, succession, replacement, new capability)

2. Must-haves vs nice-to-haves

- Essential qualifications, licences, or professional standing
- Non-negotiable experience (sector, scale, technical depth, leadership span)
- Preferred but flexible attributes (nice-to-haves)
- Deal-breakers (conflicts, availability, mobility, security or regulatory constraints)
- Assessment emphasis: what will distinguish a strong candidate from an acceptable one

3. Culture & stakeholders

- Organisation stage and operating rhythm (e.g. scale-up, listed, professional services)
- Leadership style and cultural norms that matter for fit
- Decision-makers and influencers on the hire (names and roles)
- Interview panel composition and who owns the final decision
- Any sensitivities (restructuring, brand reputation, incumbent relationships)

4. Remuneration & constraints

- Total package range (base, benefits, bonus / STI / LTI where relevant)
- Flexibility on package vs hard ceiling
- Notice periods and earliest start window
- Relocation, travel, or visa constraints
- Equity, retention, or sign-on parameters (if applicable)

5. Process & confidentiality

- Preferred search approach (retained mandate, exclusivity, market mapping)
- Confidentiality level: open market vs discreet / unnamed approach
- Who may be contacted at the client; who must not be approached
- Candidate communication protocol and feedback turnaround
- Reference and background-check expectations

6. Decision timeline

- Target shortlist and interview windows

- Board or REMCO dates that constrain offer timing (if any)
 - Internal approval steps before an offer can be issued
 - Contingency if the first slate does not convert
 - Named client contact for day-to-day progress
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Next step. Share a completed brief by email to jurgen@divineict.co.za or call **082 900 2742**. We will confirm scope, timeline, and how we run the mandate.

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