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More than 200 organizations, from regional businesses to global Fortune 500s, have benefited from our focused *personal attention* and our *proven matchmaking process*.

## OUR COMMITMENT

Exceptional leadership is what makes the difference between a great organization and a mediocre one. In an increasingly complex world, it may very well mean the difference between success and failure.

True leaders who motivate others to break through barriers and to climb to new heights – who provide clear direction through seasons of great challenge and uncertainty – are rare.

To reach their fullest potential, businesses and organizations require leaders who can set the vision and skillfully guide the execution of that vision. Finding those unique men and women whose presence inspires excellence, ethical behavior, loyalty and success is, arguably, among an organization's most significant undertakings. In doing so, there is much at stake.

For 22 years, The Dingman Company has helped organizations find and attract leaders of the highest caliber. Because every client is unique, we make it a point to develop a comprehensive understanding of the specific needs and objectives of each organization and to find the executive that is the best fit.

Our commitment is to find the right leader who can inspire, motivate and guide your organization into a successful future.

A handwritten signature in black ink, appearing to read "Bruce Dingman".

*Bruce Dingman*

A handwritten signature in black ink, appearing to read "Donna White".

*Donna White*

A handwritten signature in black ink, appearing to read "Tim Bernstein".

*Tim Bernstein*

## WHO WE ARE

The Dingman Company is a retained executive search firm devoted to assisting clients on matters of executive selection.

We serve a wide variety of industries and functional fields. We limit the number of clients in any particular sector, thus minimizing conflicts of interest and having extensive access to the best candidates. Our expertise is best applied at the CEO/President level along with the functional Vice Presidents reporting to those positions.

***Our Mission*** is to make a positive difference in the lives of people and organizations and to provide significant value to our clients by identifying exceptional leaders who will make a lasting, positive impact.

***Our Vision*** is to focus exclusively on executive search, working in partnership with our client leadership, assessing candidates in a thorough and skilled manner and accepting only those assignments that align with our values of honesty, loyalty, confidentiality, integrity, service and professionalism. We are a small firm, by design, to allow our principals to provide personal attention and respond quickly to our clients and their needs.

***Our Approach*** to executive search concentrates on matching candidates to our clients' unique mission, culture, values and environment, while ensuring that candidates have the skills, abilities, experience, education and personality to help our clients succeed.

***Our Greatest Asset***, our reputation, results from our concern for doing quality search work, practicing the highest ethics and treating clients and candidates as we would want to be treated. Our firm has been recognized numerous times by *Executive Recruiter News* as one of the "Fifty Leading Retained Search Firms" and was chosen as a member of the "Search Hall of Fame", honors of which we are quite proud.

***"They are the most thorough executive search firm I have ever had the pleasure to work with and today we are on the road to profitability with first-class leadership."***

President, Real Estate Development Company  
Texas

## ETHICAL STANDARDS

*We want you to be aware of our commitment to the highest ethical standards.*

We seek to serve clients who share our concern for integrity and demonstrate it through good business practices, fair treatment of employees and superior quality of products or services. Sharing similar values with our clients will be the basis for the mutual trust needed for us to serve you well.

*Three things must be in place in order for us to accept a search assignment:*

- 1** The client must be an organization about which we can be enthusiastic and whose values are not in conflict with our own.
- 2** The search must be feasible. We must feel we can find and attract the type of quality leader you are seeking.
- 3** The selected candidate must have the appropriate opportunity to succeed in the position.

The relationship between client, candidates and our firm must be based on trust. You must trust us sufficiently to share plans for the future, problems that need correction and possible changes in key personnel. Likewise, candidates must be convinced of our good faith in order to open up and share their aspirations and limitations. Information obtained from the client, candidates and references is viewed as sensitive material, requiring discretion in its handling and maintenance of appropriate confidentiality.

We are committed to acting in an ethical manner toward clients and candidates. Our actions are characterized by our values and we endorse and adhere to the "Code of Ethics" and "Professional Practice Guidelines" of the Association of Executive Search Consultants (AESC).

*Our promise to our clients:*

We value the trusting relationship we build with each of our clients, therefore all of our client's employees are "off limits" to us for two years after our most recent search. In the same vein, for at least seven years we will not recruit from you any executive we have helped you find, except with your written permission. Additionally, we will not accept two or more assignments at the same time where the selection criteria are so similar that we would be drawing from the same candidate pool.

## OUR PEOPLE



**Bruce Dingman**  
President

Prior to joining the company in 1986, Bruce spent almost 15 years in the business world. He successfully managed business units for Sheraton, Holiday Inns, Scottsdale Memorial Hospital and Associated Grocers before becoming President of the Company in 1993.

While often accepting search assignments in manufacturing, consumer products, services and others, Bruce also does quite a bit of work in hospitality, education and non-profits. His best work has been searches for Board Directors and CEOs.

Bruce has worked in three Latin American countries, traveled to over twenty countries worldwide, speaks three languages and has a pronounced interest in cultures, customs and personalities. He is adept at finding candidates who fit cross-culturally and has completed a number of international assignments.

### Education

Bachelor of Science  
Cornell University  
Ithaca, New York

Certified Hotel  
Administrator

Sarbanes-Oxley  
Trained

### Professional & Community Affiliations

Board of Directors, Open Doors USA  
Board of Directors, Christian  
Associates, International  
Cornell Hotel Society  
International Society of Hospitality  
Consultants  
National Association of Corporate  
Directors

***“It was with respect to Bruce’s grasp of culture and his use of that in bringing forward candidates unknown to the Trust that he especially excelled. This was supplemented with professionalism, sensitivity, cordiality, wisdom, experience and knowledge that resulted in an experience that was in every measure conditioned by confidence and trust.”***

Executive Director and Trustee

***“We have used The Dingman Company numerous times and could not have been more pleased with the results. They did an excellent job finding exactly the right person we were seeking. When a similar need arises in the future, they will be the first call I make.”***

Board Director  
California

***“Knowing that one of the most important decisions/roles we have as a board is the hiring of the right CEO underscores the importance of having the level of expertise that you provided. The bottom line is that you did what you said you would do and you have been instrumental in seeing our school go to the next level with an ‘off the charts’ headmaster.”***

Chairman, Search Committee  
Private School



***Donna White***

Vice President

Donna moves with dexterity between fields and industries and quickly grasps the needs of clients, utilizing acute insight and an instinctive understanding of organizations and the marketplace.

Prior to joining the firm in 2005, Donna was principal of a boutique search firm focused on marketing and sales positions for a wide range of consumer-oriented companies, such as toys and children's products, personal care products, consumer packaged goods and consumer technology. She has also successfully completed searches within a number of other industries and fields.

Donna has a particular passion and affinity for emerging companies and is adept at navigating the unique requirements of organizations in transition. This familiarity was initially honed during an earlier career in compensation management with two rapidly changing multibillion dollar corporations.

Her business experience is augmented by experience within the nonprofit sector, both in key leadership roles and by serving long-term on Boards of Directors.

**Education**

Master of Divinity  
Fuller Theological Seminary  
Pasadena, California

Bachelor of Science, Management  
Graziadio School of Business and  
Management, Pepperdine University  
Malibu, California

**Professional Affiliations**

American Marketing Association  
Management Partners Association, Graziadio  
School of Business and Management  
Women in Toys



***Tim Bernstein***

Vice President

Prior to joining The Dingman Company in 2004, Tim led his own consulting practice for three years, specializing in re-organization, systems/structure improvement, ethics implementation, corporate culture change and executive coaching. Previously, for nineteen years, Tim held leadership positions in operations, strategy, marketing and staff development in Fortune 100 companies as well as municipal, educational and faith-based organizations. Tim's commitment to integrity, definitive understanding of leadership and transition, along with his highly relational style are strong assets in assisting clients in their change process.

Tim is a search generalist working in research, candidate generation and client relations for The Dingman Company.

**Education**

Master of Organizational Leadership  
Biola University  
La Mirada, California

Master of Science, Counseling Psychology  
California Lutheran University  
Thousand Oaks, California

Bachelor of Science  
Administration  
California State University, Northridge  
Northridge, California

## OUR PROCESS

Our successful performance over the years has created a reputation for excellence which frequently leads to additional assignments from existing clients. We attribute our record of success to the diligent application of our proven search process. For quality results, this involves establishing a close client relationship, not just completing a hiring transaction.

### **1 Initial Consultation**

This is a critical step of the process, in which we come to appreciate exactly who you are and what you need. We seek to thoroughly understand your industry, markets, organizational environment and the position to be filled. If confidentiality allows, we spend time with the supervisor, peers and even subordinates of the position in order to determine the team's style and personality, as well as the experience and skills which lead to individual success.

### **2 Opportunity Profile**

Next, we prepare an Opportunity Profile which describes your organization, details the nature of the position and profiles qualities and experience possessed by the ideal candidate. This document, once approved, serves as the primary marketing instrument to communicate the employment opportunity throughout the search process. Our profiles are often cited as having a major role in attracting the highest quality candidates.

### **3 Research**

Our research department, in concert with our consultants, begins identifying sources and potential candidates by utilizing a variety of reference materials, gathering names from our extensive network of industry contacts and accessing our comprehensive database (30,000+ contact records).

### **4 Development of Potential Candidates**

We proceed with an exhaustive exploration of our sources to identify those who meet the criteria in our Opportunity Profile. Attracting the right people who might benefit from exploring this opportunity involves communicating the Opportunity Profile with those on our target list and following up with phone calls and other communication to high-potential sources or candidates.

### **5 Assessment of Potential Candidates**

As we receive interest in response to our initial efforts, we begin to focus in on a select group. Through many phone interviews, we reduce the pool of prospective candidates to those with sufficient potential to warrant a face-to-face interview. During these interviews, each candidate is evaluated against the criteria set forth in the Opportunity Profile. We also explore the candidate's level of interest in the position, compensation requirements, career goals and the fit with the position's location and culture. We interview each candidate in person or by video conferencing prior to recommending him or her to our client for interviews.

## **6 Development of Candidate Profile**

We typically interview six to ten references for each candidate we expect to present, including superiors, close peers and subordinates. We often check references not given by the candidate if we can preserve the need for confidentiality. We also verify educational degrees, complete background investigations and review candidates' credit histories. We do this prior to presenting a candidate in order to reduce the potential of withdrawing a candidate after you have already met him or her. During this step, we prepare detailed Candidate Profiles that includes the candidate's resume, career overview and summary information gleaned from the many interviews we have conducted with the candidate, references and other industry contacts, as well as our evaluation of the overall fit for the position.

## **7 Initial Client Interviews**

In preparation for your interviews with the three or four most qualified candidates, we will assist in determining an appropriate interview process. We will deliver to the decision makers a copy of the Candidate Profile for each candidate prior to the scheduled interview and will assist in coordinating the interview process, i.e. travel, lodging, etc. After the interviews, we follow up with you and each candidate for feedback to insure that all important issues are identified. As necessary, we assist in clarifying issues on which you desire additional information or insight.

## **8 Subsequent Client Interviews**

We strongly encourage our clients to interview the top one or two candidates a second time including meetings with peers and others close to the position. This often gives the client additional information in order to make hiring decisions and can be an important step for candidates, who often have additional questions. If relocation is involved, this also provides an opportunity to see the community.

## **9 Offer and Negotiations**

Our clients often ask us to assist in structuring the compensation package or act as a facilitator to address applicable issues such as relocation, severance agreements, etc. After you make the offer, we seek the candidate's reaction and, if there is any hesitation, help resolve. Acting as a go-between during the offer period helps prevent any breakdown in communication during the fragile period of the courtship and decreases the potential for misunderstanding.

## **10 Follow-Up**

We regularly follow up with you and the newly hired candidate during the first year following the completion of the search. We believe that, during such transitions, an outsider's point of view can be of value. If all is well, we know the search has been a total success.

"Engage!" our quarterly newsletter addresses relevant business and recruitment issues. It may be viewed at our website [www.dingman.com](http://www.dingman.com) or email [patti@dingman.com](mailto:patti@dingman.com) to receive it quarterly.