

STRATUM™



MINING · A HUMAN ENDEAVOUR

# PROJECT DIRECTOR SEARCH

*CASE STUDY*

# 01

## THE MANDATE

*A LSE and TSX-listed nickel development company with assets in Brazil mandated Stratum to identify a Project Director to lead the development of their tier 1 ferronickel project.*

It required successful project navigation as the new hire would provide the leadership foundation and guidance to develop a technically complex \$500m project—the company's flagship asset.

The new Project Director would also:

- Take ownership of the project and spearhead it towards optimal development.
- Reduce risk throughout the engineering and development phases towards construction and production/optimal cash flow generation.
- Deliver the project to plan safely while enhancing statutory and social license to operate, within budget, on time, and to the highest quality.

Due to the project's location and company headquarters, the ideal candidate needed to be fluent in Portuguese and English.

# 02

## WHY WAS THIS CHALLENGING?

The client's business was at a critical point in its journey. While implementing this mandate, they'd already made significant progress on crucial project execution preparation activities, including competitive tendering for the supply of vital processing equipment, electric furnace, and project management (EPCM) services.

And typical of any new capital project development, the team had to be built quickly. The Project Director was the key outstanding appointment to build a team around.

Furthermore, the client required the new Project Director to be based in-country on a residential status and not FIFO.

In addition to technical considerations, achieving culture fit was imperative. It's why Stratum consulted with stakeholders to scientifically determine the ideal behavioural profile and subsequently scientifically assessed candidates against the criteria (a standard part of Stratum's Search process). Our Search covered a globally diverse group of candidates across relevant markets.

# 03

## HOW WE SOLVED IT

Stratum's extensive experience at site leadership level (80% of all our mandates executed) ensured we could rapidly build a targeted list of potential candidates and sources/referees. And as speed to delivery was an essential client requirement, Stratum dedicated a team of Consultants and Researchers to the project. It took just 22 days to finalise the shortlist, well ahead of the project's 30-day timeline.

*This included compiling full Candidate Briefing Packs, comprehensive research and networking (Stratum does not advertise roles), long listing, referencing, and scientific/behavioural profiling.*

# 04

## THE RESULTS

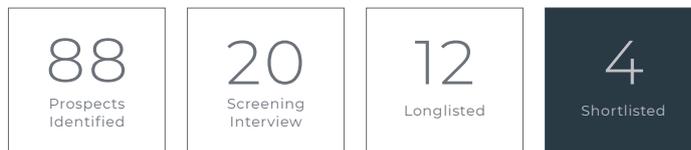
Stratum identified more than 88 prospective target profiles. We then conducted extensive research and screening, including screening interviews with nearly 20 prospects, before reducing this list to 12 longlisted candidates.

Further in-depth discussions and formal interviews, a key component of our vetting process, took place before settling on our final four shortlisted candidates.

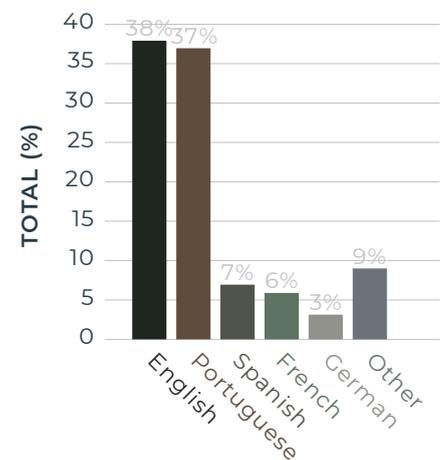
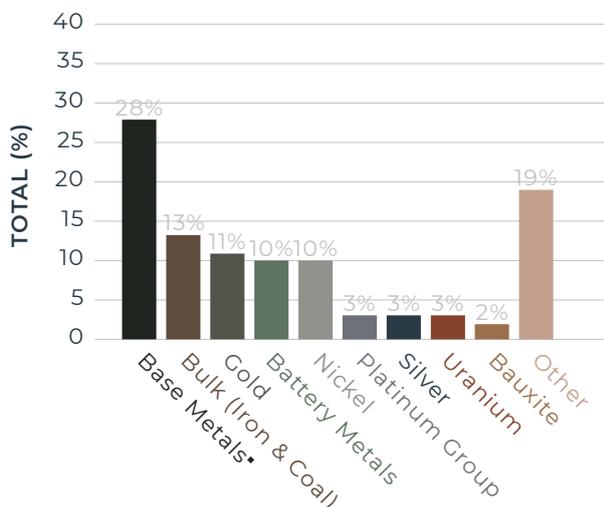
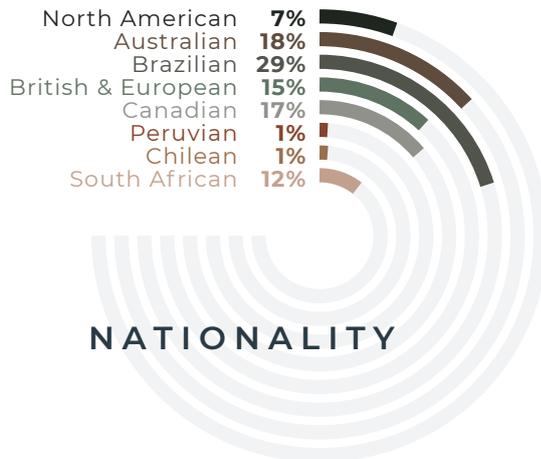
Our number one priority was matching each candidate's behavioural profile with the client's expectations and company culture. As such, each was comprehensively interviewed and assessed using scientific and behavioural profiling.

The result: the company hired a Brazilian national who'd been working internationally for a major miner. The new hire was a strong culture fit with extensive experience leading technically complex projects in Brazil, Mozambique, the Middle East, West Africa, and Asia, including China.

### PROJECT SUMMARY



### DATA/ DEMOGRAPHICS



# 05

## FIT TO LEAD

### THE PROBLEM

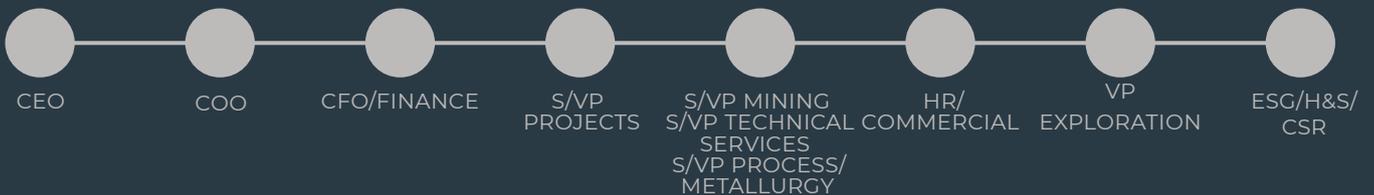
Some 80% of people are hired based on their skills, career experience, and a CV alone. Yet 80% leave their jobs because of culture fit issues. It's why the traditional recruitment model is fundamentally flawed. Little attention is given to achieving the right fit, which is critical for retention and positive ROI.

### HOW ARE WE SOLVING IT?

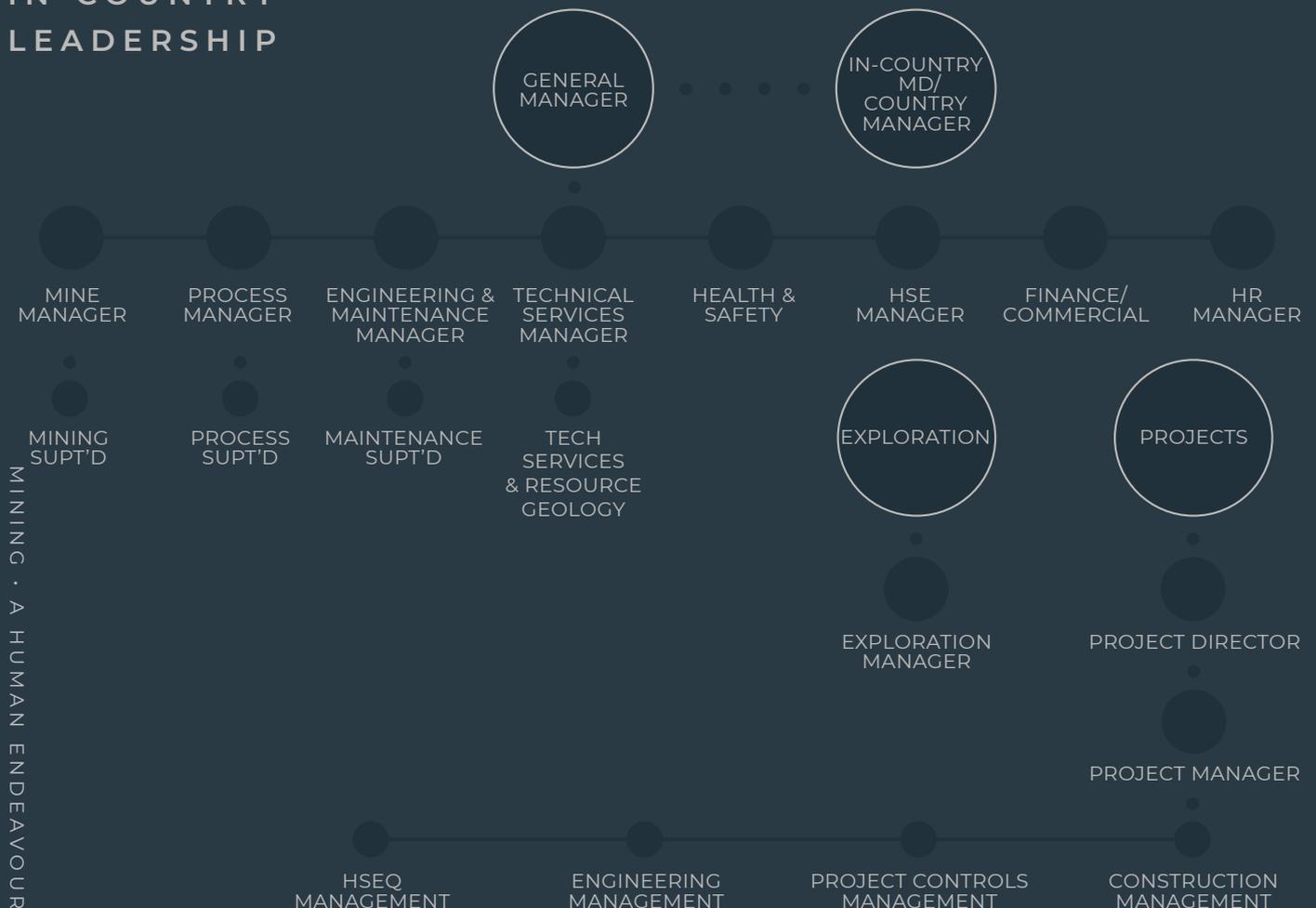
At Stratum, finding the right fit candidate for your business is a lot like mining. Unlike most firms that source talent reactively, we've been proactively cultivating talent for nearly a decade. In fact, through our candidate management model, augmented by scientific profiling, we've interviewed and assessed more than 7,000 professionals in our niche, irrespective of market demand. And we did it without ever advertising online.

Because at Stratum, we farm; we don't fish.

### HQ



### SITE/ IN-COUNTRY LEADERSHIP



MINING · A HUMAN ENDEAVOUR

# 06

## ABOUT STRATUM

Stratum specialises in the human aspect of mining.

We are a premium executive search, recruitment and management consulting firm providing bespoke human capital solutions to the mining industry.

For ambitious companies looking for high performing leaders across corporate and technical disciplines at site and head office, Stratum's proactive, innovative approach provides access to the best professionals from around the globe.

STRATUM™



MINING · A HUMAN ENDEAVOUR

+44 (0) 203 627 3271  
20 Eastbourne Terrace, London, W2 6L A , UK  
[stratum-international.com](http://stratum-international.com)

*Mining Recruitment · Executive Search · Management Consulting*