

## MINDING YOUR BUSINESS

Entrepreneur looks for repeat performance

By Ann Meyer | Special to the Tribune  
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Providing an alternative to the giants through better service is also the concept behind Cavoure Advisors, a year-old executive search firm launched by three partners from Heidrick & Struggles International Inc.

"The sophisticated buyer of search understands it's the partner that's working on the search that's all-important," said partner Miles McKie, who also has served as managing director at Russell Reynolds Associates.

What's more, larger search firms often run into conflicts of interest when they have two or more clients from the same industry looking for similar candidates. When candidates are being considered for one client, they generally become off-limits to other clients of the same search firm, McKie said.

Still, McKie sees plenty of advantages to growing slowly. A smaller search firm is less likely to have those conflicts and can provide a broader slate of candidates. That's one reason the firm won the CEO search for Federal Signal Corp. this year, McKie said.

Similarly, Adams Harris avoids the conflicts of interest that affect public accounting firms offering consulting services. That factor leads some clients to look for help away from the public accounting firm that serves them.

Adams Harris and Cavoure differ on one point: While Adams Harris wants to open offices in 25 major markets throughout the nation over the next five years, Cavoure is looking at just three markets: Chicago, New York and London.

"One of the things we don't want to do is have 50 offices like the big firms," McKie said, "because then all we will have recreated is what we've walked away from."