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As many of you have personally experienced, when I have the privilege of speaking with new prospects for Beacon Hill, I ask them about their aspirations. I ask them what is important to them. We talk about their careers and lives and I remind them that our discussion is for them, as much as it is for us. I explain that we are seeking a good match, and good matches are made when both sides feel right. I explain we are looking for long-term relationships, built on honesty and trust, where we invest in each other and evolve, together, over time. We are in search of a real person, I explain, as much as a bona fide tremendous talent. *Decency, kindness, integrity, and conscientiousness required.*

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Look to your left and right. Look across the room. Think about other members of Beacon Hill that you've met in different offices or divisions, or those from other groups that you've met at the Holiday Party, Office Outings, President's Club, Top of the Hill, or Rookie Club. How is it that these people are so uniformly excellent in all the ways that are important to us? How have we accomplished this? How have we been so lucky?

These were the questions racing through my mind when I was recently meeting with a candidate for one of our divisions. He was explaining to me that he had researched our company and loved our success, but he was *most* impressed with our team. He said he connected with, and respected, everyone that he met during his interview process and was in awe of everything he had heard; about who we are - and what we do consistently - as a company.

He wanted to understand how we were able to grow and be so successful while, at the same time, populate our organization with so many great, kind people who unswervingly believe in and trust each other, and our mission. He wanted to know how we built something so special. He wanted to know why everyone, no matter how different in background, experience, and skillset, told similar stories about their journey and experience with Beacon Hill.

I was stumped. He was right, but I had no clear answer.

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I was thinking about the fact that we have people at Beacon Hill with more than thirty years of professional experience and others with less than one. We have people that sell large-scale outsourced document review services in specific markets and others that recruit for Pharma professionals across the country. We have team members from as far north as Seattle and Minneapolis to as far south as Texas and Florida. We have Division I and professional athletes on our team as well as those who were actors and lawyers. We have those who studied biology and those who studied politics. We have artists, musicians, singers, and comedians at Beacon Hill, as well as those with advanced degrees across the spectrum of disciplines and prior successful careers in almost every industry imaginable. We have those who aspire to be in management and those who prefer to be specialists as individual contributors. We have working parents with part-time flexible schedules and others who are in the trenches seven days a week.

What occurred to me, as I was struggling to find the words to explain how we got to this place, where we have more than 1000 unique individuals who are the best search, staffing, and back-office talents in the market as well as great moms, dads, children, brothers, sisters, aunts, uncles, friends and mentors... is that we are stubbornly disciplined about fit.

We believe deeply in different experiences and perspectives, and we also believe that being a great manager, salesperson or recruiter and being a great person and teammate is NOT mutually exclusive. We prioritize it all, and one cannot exist and thrive at Beacon Hill without the other.

From all walks of life, the sum of our individual uniqueness makes us stronger, together, as a team. Whether in culture, age, race, gender and gender identity, sexual orientation, or religion; whether by geography, nationality, upbringing, or socio-economic status; whether by politics or even sports team affiliation and taste in art and music, we embrace, leverage, and celebrate our diversity...

While at the same time, in other ways, important ways, we are all unapologetically the same.

Decency, kindness, integrity, and conscientiousness required.

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I explained to the person I was meeting with that interviewing at Beacon Hill is, in many ways, a self-selection process. We don't sell people on our company and we don't want people to sell us on themselves. We simply seek the very small pool of talented professionals who are (or can be) the best in our industry and determine, through lots of honest conversation, if it clicks on both sides. By bringing as many of us into the process as possible, we essentially rely on the Transitive Property: regardless of a prospect's skillset or background, if they connect, in spirit, with several of us, they will connect with all of us.

We're not perfect I told him. We sometimes make mistakes. But, by never shaking the core persona of who we are, and what is important to us, we are grounded with a deeply rooted cultural safety net. Only those who consistently subscribe to our beliefs over time - those who possess the values and traits that make us who we are – make Beacon Hill their long-term home. And this constancy becomes the fabric of our company, perpetuating us, culturally intact, into the future.

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The answer to his questions struck me, with my daughters in mind, as I was explaining one of my original principles for our company. "If I wouldn't trust you with my kids, I wouldn't want you at Beacon Hill."

My kids are now adults and are hardly in need of babysitting; but this criteria, to populate Beacon Hill with purely decent people in addition to the most talented, has been subconsciously embedded within all of us since the very beginning, when my kids were only 6 and 3.

This is who we are. This is what makes us special. I am proud of the fact that we launched a company

committed to decency, but I am even more proud that we have never wavered from this important principle as we have grown and succeeded beyond our wildest dreams.

For years I have been saying that only about one in a hundred have the talent to be considered for a role at Beacon Hill, and of those, only a tiny percentage have the work ethic, decency, and personal integrity to be hired.

You are all, literally, one in a thousand, if not a million. I hope you never forget how special and important you are. I hope you never forget how committed we are to each of you and how committed we are to staying true to ourselves and remembering where we came from.

Just as our motivation has always been to invest in all of you, rather than to grow for the sake of growth, and we have grown, nonetheless, as a byproduct of that commitment; we have emerged from a handful of us in 2002 to more than 1000 of the most decent, kind, diligent, and talented professionals today, as a byproduct of our honest, inclusive, consensus-driven selection process. Together, across all our divisions, offices, and the country, we are attracted to those who are like us, and those who are like us select Beacon Hill for their future.

There is no brilliant strategy or complicated algorithm. There is no book or secret formula. We are where we are today, and who we are today, as a collective, collaborative, unified team, because we are all, in our hearts, likeminded in the important ways that count.

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