



Minutes from
IESF Annual Global Meeting

Montreal 2019

Partners in attendance

Belgium	Patrick Meirlaen	<i>The Future Alliance</i>
Canada	Normand Lebeau	<i>Mandrake</i>
Chile	Claudia Montedonico	<i>HR Buró</i>
Chile	Camila Montedonico	<i>HR Buró</i>
China	Daniel KC Liu	<i>Dynamic Resources China</i>
China	Rachel Chen	<i>Dynamic Resources China</i>
Denmark	Pia Torreck	<i>Ingvarsdén Partners</i>
France	Valérie Desautel	<i>Hommes & Entreprises</i>
France	Catherine Le Louarn	<i>Hommes & Entreprises</i>
Germany	Achim Moraw	<i>Topos Personalberatung</i>
Germany	Stephan Loew	<i>Topos Personalberatung</i>
India	Vivek Ahuja	<i>Confiar Global</i>
Italy	Alessandra Conte	<i>Alexander & Duke</i>
Mexico	Oscar Moran	<i>North Hunters</i>
Netherlands	Gertjan van de Groep	<i>Van de Groep & Olsthoorn</i>
Netherlands	Bert-Jan de Visser	<i>Van de Groep & Olsthoorn</i>
Poland	Ewa Adamczyk	<i>Naj International</i>
Poland	Dorota Wroblewska	<i>Naj International</i>
Romania	Adelina Rosca	<i>Rosman Group</i>
Spain	Victor Carulla	<i>Headway Executive Search</i>
Spain	Margarita Solovjova	<i>IESF</i>
Turkey	Seher Demirci	<i>Benson & Partners</i>
USA	Timothy Smith	<i>Aslon Group</i>
Singapore	Emmanuel White	<i>We Link Talent</i>

Tuesday, September 17th, 2019

Welcome and Opening Remarks

The opening remarks were made by Victor Carulla and Normand Lebeau, welcoming all members to the AGM and to Montreal city. Members went quickly through the meeting agenda for the day.

New Partner Presentation

- Pia Torreck presented her company and services of Ingvarsen II Partners (Denmark).
- Alessandra Conte presented her new firm Alexander & Duke (Italy).
- Emmanuel White presented We Link Talent (Singapore).
- Seher Demirci presented Benson & Partners (Turkey).

Prospecting New Partners

Margarita and Victor spoke about the IESF presence in the world. Previously IESF was divided into 5 regions: Americas, Europe, Africa, the Middle East, and Asia Pac. Now, the following split has been established: Americas, EMEA, and AsiaPac. Margarita also showed the IESF presence in the world map and numbers that were collected for Hunt Scanlon ranking: *20 countries, 40 offices, 200 consultants*.

Partners spoke about the countries to develop the IESF partnership in:

- AsiaPac – South Korea, Vietnam, Japan, Australia, Philippines, Thailand.
- Americas – Panama, USA (additional partner).
- EMEA – United Arab Emirates, UK, Switzerland.

AsiaPac

Margarita and Victor did the search in South Korea, Vietnam, and the Philippines. Joshua Kwon from Vine Consulting (South Korea) was going to come to this AGM in Montreal. Unfortunately, he had to cancel the trip because of work requested by the government. Nevertheless, he is willing to join and promised to attend the next year's AGM.

Margarita and Victor have been in touch with firm called TalentNet (Vietnam) and with The VITO Group (the Philippines). Both firms were interested but had to postpone the idea of joining IESF until next year because of current ongoing projects.

While doing the search, Victor and Margarita realized most of the firms in Asia (Vietnam, Indonesia, Philippines, Thailand) are working mostly with contingency fees (retained fees only 10-20%). If IESF members would like to be present in those countries they would have to accept this aspect. Partners agreed, but focus will always be in trying to get retain search firms if possible.

Americas

Margarita, Victor and Tim have spoken to William Reffett from Reffett Associates (USA). And they had very positive feedback. The firm is present in 5 locations (*Washington DC, Dallas, Austin, NY, and Seattle. And a sister company in LA*) and they work in different sectors with retained fees. They are 14 professionals specialised in 4 main practises (Commerce, Private equity and Finance, Associations & non-profit, Government). William informed Victor and Tim they would be interested in joining IESF in 2020, as they just recently quit another international network.

Peruvian firm Virtus was going to come to present their candidacy in Montreal. But, unfortunately, their visa got denied. Still, Matt Salas and Betty Sanchez informed Victor that they are willing to pay the next year's fee and would love to join IESF in 2020. Andrea and Victor had several Skype calls with both partners, as well as Claudia did a visit to their offices in June and had positive feedback. The only thing that partners were worried about was their proficiency in English. Nevertheless, they have already another partner who is fluent in English.

EMEA

Margarita and Victor have spoken to an executive search firm called Ganci & Partners that has five office locations in Switzerland. The HQ are based in Lausanne, working on various sectors, senior management to top positions / C-level positions, 38 000 CHF as a minimum fee. Victor has been in touch with Vincenzo Ganci and will be travelling to Switzerland to personally meet him in October.

Cross Border Awards 2019

Victor explained how the numbers of assignments have been calculated to determine the Cross Border Champion.

Cross Border Assignor - Statistics were calculated taking into the account the number of most assignments activated (April 1st 2018 to December 31st 2018). And the winner with 9 assignments activated was Germany, Topos Personalberatung.

Cross Border Assignee - Statistics were calculated taking into the account the number of most assignments completed (April 1st 2018 to December 31st 2018). The winner with 9 completed assignments was Poland, Naj International.

Victor also gave President's Achievement award to *Gertjan van de Groep* and *Margarita Solovjova*.

Partner/Client presentations

- Patrick Meirlaen, Belgium
- Normand Lebeau, Canada
- Claudia and Camila Montedonico, Chile
- Daniel Liu and Rachel Chan, China
- Valerie Desautel and Catherine Le Louarn, France
- Achim Moraw and Stephan Löw, Germany
- Vivek Ahuja, India
- Alessandra Conte, Italy
- Oscar Morán, Mexico
- Gertjan van de Groep, Netherlands
- Ewa Adamczyk, Poland
- Adelina Rosca, Romania
- Victor Carulla, Spain
- Seher Demirci, Turkey
- Timothy Smith, USA

IESF Industry Groups

Victor went through the history of Autokineto, the group created within IESF. Currently, none of the Autokineto members is IESF member anymore. Therefore, the idea is to create industry groups that will stay and belong to IESF no matter if the partner leaves IESF or not. Margarita and Victor did a survey asking partners their preference, and 4 groups were proposed with the following group leaders:

- *IESF Automotive (Achim)*
- *IESF Manufacturing (Bert-Jan)*
- *IESF Retail & FMCG (Patrick)*
- *IESF IT & Technology (Adelina)*

All partners agreed that the main objective of the groups is **to generate more Cross Border Assignments.**

Group leaders presented their ideas and strategies. Some of them were:

- *It is important to have constant communication across the groups, share the material, knowledge, expertise etc.*
- *The partner should join the industry group only if he is interested and have enough experience working in that sector.*
- *Focus on a small group of listed firms and avoid attacking them all.*
- *Using the Client Database in Intranet would be helpful.*

- *Group Practice Leaders should decide on how many meetings per year among the group members and group leaders will be held (further to be discussed).*

Victor summed up the brainstorming that leaders should establish the same principles in each group (deciding how to act, and how to encourage, decide on where to focus and what companies to approach). That all will strengthen partner relationship, generate more business, develop ideas and tools on how to improve their businesses in their countries, as well as it would add the value when meeting a new client.

Each partner, no matter if he/she is not in a desired group, will benefit exactly in the same way, as the best practices will be shared to all IESF partners.

Cross Border Fee Flexibility

Partners discussed the topic of fee flexibility between the assignor and the assignee. And everybody agreed to adjust the fees in the country the search is being conducted.

Wednesday, September 18th, 2019

IESF Brand Awareness/ Intranet/ Website

Margarita showed the IESF corporate presentation that can be used as marketing material in client meetings. Then she talked about the new IESF website and the IESF Intranet. After that Margarita talked about IESF presence in social media. To improve the IESF Brand Awareness she suggested:

- *Follow, share and like IESF activities and articles on social media.*
- *Add IESF as work experience in LinkedIn account.*
- *Add IESF logo and link to the website to an e-mail signature.*
- *Create IESF newsletter in the Future.*
- *Promote IESF organization with IESF Industry groups.*
- *Participate in relevant group discussions mentioning IESF expertise, IESF articles, etc. (such as executive search groups in LinkedIn).*

Partners discussed the ways how to increase the brand awareness, the ideas such as sharing success stories of cross border assignments. Further on Margarita will be researching more about SEO and positioning of the website in the search engine.

IESF Financials and Budget

Gertjan and Victor sent to partners the budget 2020 proposal a week before the AGM Montreal, which was approved.

Speech by Ross Bernstein, International Business Speaker & Best Selling Sports Author

Ross Bernstein is an award-winning peak performance business speaker. Ross told sports stories, about the DNA of champions, along with stories of companies who he has worked with around the world — and shared best practice ideas on ways to overcome disruption, while ultimately building stronger relationships. At the core of his message is the simple fact that we like to do business with people who we trust, who we like, and who just “get it” — CHAMPIONS.

IESF Presidency Goals

Victor spoke about Presidency goals that he set up last year in September 2018 in Lyon, which were:

1. Simplify the IESF entity and banking system
2. Provide tools to the partners
3. Increase support to partners

And all of them were successfully completed:

1. A new entity registered in the Netherlands. New bank account in Rabobank. The treasurer is fully managing the IESF bank account. Our Budget now follows a calendar year.
2. New IESF website. New IESF Intranet. Access to the Clients Database.
3. Executive Assistant providing administrative support. Increased Brand Awareness.

For the next 2020 Victor set up the following goals and objectives:

1. Generate more cross border assignments
 - Establish IESF Industry Groups
 - Constant communication among group members and leaders
 - Sharing best practices and client approaches
2. Evaluation system
 - Add additional feature in Intranet such as evaluating the cross border assignments
 - Insights of those assignments that were cancelled
3. Develop the partnership
 - Continue searching for partners in countries discussed previously.

Leadership Council Rotation

Victor presented the current Leadership Council members representing all three regions (Americas, AsiaPac and EMEA). From September 2018 until September 2019 four Leadership Council meetings were held, where topics such as IESF entity, Financials, IESF Partner Charter, Partnership Development, AGM and Regional Meetings, IESF industry groups, as well as IESF brand were discussed.

Ewa has been in Leadership Council for more than 2 years and the time has come for her to step aside. Thus, Victor proposed the candidacy of Adelina and Dror so that the Leadership Council has 6 members on board again (as 6 members were in previous years). All partners agreed. So, the LC members currently are: Andrea de Paula Santos, Adelina Rosca, Normand Lebeau, Vivek Ahuja, Dror Katabi, and Victor Carulla. Treasurer: Gertjan van de Groep.

BClose Monitoring Onboarding

Victor presented the onboarding tool that has been launched in August 2019. Last year his firm conducted a study of the onboarding process with 1,200 managers and directors to understand how companies welcome new employees. The results showed that 75% did not have "good memories" of their integration phase.

The new tool called BClose sends 4 questionnaires to the new employee and the hiring manager after the 1st month 3rd month, 6th month and 1 year. The BClose team tracks the results and monitors the onboarding process. Pia suggested having a look at Gallop 12 questions. Victor will share the BClose questions and more information after the AGM to any interested partner.

IESF Tools/ Economies of Scale

Related to the previous presentation, Victor suggested that some tools could be developed within IESF. IESF firms are mostly small/medium firms with limited resources, but together they would be capable to invest in much more. The benefit of doing that would be less cost to create something that would distinguish the partners from competitors and that would also be another benefit of forming part of IESF. Ewa, Alessandra, Stephan, Oscar, Adelina and Pia agreed to schedule a meeting and brainstorm ideas to further develop this topic.

Our Business Strategy

Pia Torreck from Ingvarlsen II Partners presented their business strategy (strategy of doing the search, positioning, team, core competencies etc.).

Open discussion on topics suggested by partners such as AI, New research techniques etc.

Members talked about challenges in the industry. Some highlights from the discussion:

- *How to automate the research process? How to reduce the search time?*
- *Artificial Intelligence is used very little in partner's firms. The most effective method is the direct search.*
- *Tools might be replacing the job headhunters are doing in the future. Currently, the clients are able to use LinkedIn themselves; headhunters sell the knowledge of the market and add the value to the service.*

Patrick suggested sharing among the partners what software each of them are using, and what their plan is for the next 10 years. Margarita will send the survey collecting this information.

Thursday, September 19th, 2019

The Future of Work

Patrick prepared the presentation about the future of employment. He spoke about how different world events influence the strategy of a company and HR. Patrick spoke about innovations, and how the executive search world will be affected in the future. He highlighted 6 new worlds of work:

1. *Individual focus*
2. *Extended workforce*
3. *Change or die*
4. *Organization Ecosystem*
5. *Shared purpose*
6. *Employee experience*

John Vincent – “As an executive coach, what I have learned from my discussions with entrepreneurs.”

John is the founder of CEO911 Inc., providing business advisory services and coaching to CEOs, using strong listening skills to help CEOs connect the dots into clearer, more coherent pictures.

John guided interactive workshop among the IESF members by dividing them into different age groups, where each individual spoke about DOCs (decision, opportunity and challenge) and listened to the opinions of others.

Acceptance of New Partners

New partners from Singapore (We Link Talent), Denmark (Ingvarsen II Partners), Italy (Alexander & Duke) and Turkey (Benson & Partners) have been approved as new members of IESF.

Next Year's AGM and Ending Speech

Victor and Daniel announced the next year's AGM 2020 will be held in China, Shanghai. The conference finished by Victor and Normand giving the ending speech.