

2002 - 2022

# IESF

Successfully delivering  
local executive talent  
globally

# 20 years



INTERVIEWS

TRENDS

CASE STUDIES

*Dear reader,*

2022 is a special year for us. We celebrate our 20th anniversary. That's why we put the spotlight on our network and take you on a tour around the world in this special edition IESF Anniversary Magazine.

The International Executive Search Federation (IESF) was founded in 2002 by partners in Asia and Europe with a clear vision of growing a Global Group which could serve clients growing needs, unhindered by corporate restrictions and rigidity.

IESF helps organizations to achieve their business objectives by finding exceptional local leaders and hiring the right talent. In 20 years, we developed our network, and we are proud to state that we are your trusted advisor in global executive search.

In this magazine we demonstrate how we work and how we support our clients worldwide winning the war for talent. But we also celebrate our longstanding partnerships with strong established local executive search firms worldwide.

## *IESF is a network of friends with a real passion for high quality executive search*

Why is this so unique? Because IESF is more than a business network. It's a network of friends and likeminded entrepreneurial people with a real passion for high quality executive search. This magazine shows IESF and all these aspects. We share insights, trends and cross border learnings in working on international assignments together. To inspire you and to connect you to the leaders of tomorrow.

We are here to stay and will keep working on delivering our clients exceptional service in identifying and finding local leaders through our global network of consultants. Please enjoy this exclusive insight in our team.

Kind regards,

***Gertjan van de Groep***

President of IESF  
& Managing Director  
IESF The Netherlands



Victor Carulla (former President),  
Gertjan van de Groep (current President)  
and Stephan Löw (Treasurer).

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EMEA - ASIAPAC - AMERICAS

## The why in being partner of IESF

IESF was founded in 2002 by partners in Asia and Europe with a clear vision of growing a Global Group, unhindered by corporate restrictions and rigidity and as an answer to our clients' growing needs.

IESF partners are business leaders experienced in addressing the requirements of growing businesses around the world. IESF is constantly expanding its international network. We are looking for executive search consultants who share our mindset and values. But which values are most important for our partners? We asked our partners and generated a top 4 from their point of view:

### Personal networking value

"The most important value of IESF, which makes the real difference, is the great friendship between the partners. Which leads to commitment and successfully completed assignments."

### Shared knowledge and best practices

"We learn about business climate and ethics in the various countries. And the nature of the business and how it is conducted."

### High quality search process with local knowledge

"IESF partners treat my customers exactly the way I would treat them."

### High level standards

"Being part of IESF makes us a global company with partners in most parts of the world who deliver good quality search and recruitment assignments for global clients."

Become part of our international network and enjoy the diverse benefits of being one of our exclusive partners. For more information and details visit:

[www.iesf.com/join-iesf](http://www.iesf.com/join-iesf)

## About IESF

International Executive Search Federation is one of the world's most recognized international executive search associations. Identifying talent and leadership in 50 offices and 23 countries, we are globally known as "The Local Experts" because we understand regional markets and their specific needs when it comes to executive recruitment. We offer a fully customized, local approach to search

## Global reach with local knowledge

size-fits-all" solution. Our search process is optimized to the local culture.

projects, based on culture, regional economics and the local candidate marketplace. We never seek to impose a "one-

## OUR VALUES:

- Agile
- Humble
- Entrepreneurial
- Sustainable
- Close

# IESF THE MEMBERS

IESF enjoys global reach, helping international firms in mature markets entering emerging markets supported by the right local talent. Our local search consultants provide top value by finding the right managers and executives for our clients.

**NETHERLANDS**  
Gertjan van de Groep  
*Van de Groep & Olsthoorn*

**DENMARK**  
Pia Torreck  
*Ingvardsen Partners*

**FRANCE**  
Valérie Désautel  
*Hommes and Entreprises*

**BELGIUM**  
Patrick Meirlaen  
*The Future Alliance*

**SPAIN**  
Victor Carulla  
*Headway Executive Search*

**NORWAY**  
Tor-Egil Ruud  
*Ruud Executive*

**GERMANY**  
Achim Moraw  
*Topos Personalberatung*

**SWITZERLAND**  
Vincenzo Ganci  
*Ganci & Partners*

**POLAND**  
Ewa Adamczyk  
*Naj International*

**ITALY**  
Alessandra Conte  
*Alexander & Duke*

**ROMANIA**  
Adelina Rosca  
*Rosman Talent Solutions*

**TÜRKIYE**  
Seher Demirci  
*Benson & Partners*

**ISRAEL**  
Dror Katabi  
*Kishurim HR*

**CHINA**  
Daniel KC Liu  
*Dynamic Resources China*

**INDIA**  
Vivek Ahuja  
*Confiar Global*

**SINGAPORE**  
Emmanuel White  
*WeLinkTalent*

**CANADA**  
Normand Lebeau  
*Mandrake*

**USA**  
Steve Hall  
*Find Great People*

**MEXICO**  
Gloria Sotomayor  
*North Hunters*

**PANAMA**  
Alyssa Lince  
*Arden & Price*

**PERU**  
Betty Sanchez  
*Virtus*

**CHILE**  
Cecilia Gajardo Jimenez  
*HR Buró*

# IESF LEADERSHIP COUNCIL

2022 is a special year for us. The year we celebrate our 20th anniversary. That's why we like to put the spotlight on our Leadership Council members representing IESF worldwide: What added value do they experience, being part of our network?



**EMEA**  
**Adelina Rosca**  
Rosman Talent Solutions

"For me IESF had a biggest impact on how I developed myself both professionally but also personally. I found inspiring international mentors and their advice helped me grow as a businesswoman especially dealing with international clients. And, the opportunity to visit so many countries and have so many friends that can support me in difficult moments it is a blessing."



**ASIAPAC**  
**Vivek Ahuja**  
Confiar Global

"IESF is a platform enabling our multinational clients search and recruit senior candidates across the globe. We have helped numerous international companies hire senior talent in India and in countries across the world, using professional services of our partners. IESF is not just a network for executive search professionals – It is an institution enabling multinational companies acquire global talent locally."



**EMEA**  
**Dror Katabi**  
Kishurim HR

"Being global has helped us add significant value to our clients worldwide, expanding our global presence while enhancing our local performance. The close relationship with our IESF partners has enabled us to learn from each other, explore cultural differences, and develop innovative methodologies and tools."



**AMERICAS**  
**Claudia Montedonico**  
HR Buró

"IESF has allowed us to join an incredible group of partners, and give us the possibility to have stimulating conversations with broad minded executive search leaders. In these challenging times, we have had several opportunities to discuss a wide range of emerging issues and best practices. In addition, we frequently have the privilege of meeting with Latin Americans partners updating of different trends in the region. Strengthening our expertise as well as our friendship."



**PRESIDENT**  
**Gertjan van de Groep**  
Van de Groep & Olsthoorn

"My biggest benefit is that IESF partners treat my customers exactly the way I would treat them. Serving clients with a high quality executive search process with the right local knowledge."



**TREASURER**  
**Stephan Löw**  
Topos Personalberatung  
Hamburg

"We are part of IESF because we want to be able to serve our clients beyond the German borders. We want to support them in finding the perfect executives for their international needs. The German economy is very international. Our membership with IESF also enables us to get a broader picture of the executive search industry. We learn from our colleagues from other parts of the world."

*What is the biggest benefit for you personally and businesswise in being part of IESF?*

## The importance of cultural collaboration in a sensitive search for a new Country Manager USA

- a case study



An Israeli global company that produces high quality products for the automotive and aviation industries requested advice from IESF. Partners from Israel and the USA worked together in searching the best suitable candidate for the position of Country Manager USA, to lead their division and biggest market. The main focus points for the newly appointed Country Manager USA were first of all to replace successfully a senior-highly experienced manager. Secondly to lead a significant change in the company's culture, what should result in the improvement of the retention rates and an improved relationship with the company's headquarter in Israel. IESF completed the search within 4 weeks. IESF interviews the Israeli partner in charge: Dror Katabi, from Kishurim HR, IESF Israel.

"All businesses face challenges, whether it is dealing with the changing economy, finding and hiring the right employees, or increased competition in the market. There is also a unique set of challenges that family-owned businesses have to face as a result of the nature of their business structure. Our client faced some conflicts within the family, which have affected the business negatively, especially in their main market – the USA. It is important to understand what these hurdles in a family-owned company are, so that if you find yourself facing these issues, you can not only identify them, but you can proactively develop ways to overcome them."

The new Country Manager should successfully replace a senior-highly experienced manager, who was a family member. It was important to lead a significant change in the company's culture and improve retention rates. Due to the problems the USA department faced, it was also important to improve the relationship with the company's headquarters in Israel and to recover relationships with existent clients and to regain their trust. As a great commercial Country Manager befits, the ideal candidate should of course also focus on developing new clients, to lead to a real growth in the market.

"During the search, although we have focused on people with a strong professional background, the focus was on their personality, as this was the most critical aspect to match in this family-owned company. The main benefit during this specific search, was the collaboration between the American partner - an automotive expert who led the search - and the Israeli partner, who made the match between the client's needs and the candidates. The chosen candidate brought vast experience in the Automotive Industry, direct access to key clients and a very successful track record as a manager. However, he was the best choice, mainly due to his personality and the understanding that he will be able to lead such a change with all the sensitivity around it' ●

# Once upon a time

- An interview with the founders of IESF -

In 2002 four executive search consultants from different continents met and started the conversation on what later would be the foundation of a successful global Executive Search network. In this interview with the founders of IESF we take a trip down memory lane. They not only shared details on the history of IESF, but also described the biggest leaps in development of the network.

*Looking at the biggest strengths and challenges today to make strong decisions for the future.*

A special thanks to



**Normand Lebeau**  
(IESF Canada)



**Daniel Liu**  
(IESF China)



**Achim Moraw**  
(IESF Germany)

IESF was founded in 2002 by partners from Asia, the Americas and Europe with a clear vision of growing a global group, unhindered by corporate restrictions and rigidity, and focused on clients' growing needs. The initial foundation was an organization called Inesa (International Executive Search Association). When Inesa decided to no longer proceed, a group of 9 partners decided to create the foundation of a new global network with a new brand name: the International Executive Search Federation (IESF) was born. "For our local businesses we decided we need to strengthen our international reach. Not only to serve our clients better in their growing needs, but also to work together on cross border assignments and learn from each other's business process", explains **Daniel Liu** from IESF China. "But also, the local know-how is so important, we needed a solution with someone who is

established in the market, who knows the culture, the recruitment processes and the language," adds **Achim Moraw** from IESF Germany. **Normand Lebeau** from IESF Canada adds. "The internet was just beginning and there were no social media, so it was not so natural to be a part of an international network. It was somewhat groundbreaking. IESF was one of the first initiatives in this field."

**Normand Lebeau:** "IESF started as a European centric network. One of the leaps was when Tim Smith joined from the USA in 2007, and later also Latin American countries joined. We started to really have a global footprint." **Daniel Liu:** "By 2007, IESF was the world's largest search firm with around 34 partners in the network." IESF continues to grow by meeting client needs in every corner of the world. When we look back, we can define big leaps in time and certain steps in the development of IESF, which demonstrate the evolution of the network. **Daniel Liu:** "During a discussion with all the partners in 2015 we decided to change course." **Normand Lebeau:** "Since then, we won a lot of transparency and involvement of partners, created our partner charter and an official leadership council. We also decided to rotate the Presidency role every three years. And finally, to update the financial details for IESF to become an association founded in the Netherlands with a Dutch chamber of commerce notification and regulations."

**Daniel Liu:** "Why I'm still loyal to IESF is because IESF is not very commercial, it's about sharing expertise and learnings. The biggest reason is the relationship." **Achim Moraw,** IESF Germany: "I agree that our gains from IESF is not only from cross border assignments. But it's all about exchanging ideas, hearing how other executive search firms are doing in their countries. At IESF

*"IESF is about sharing expertise and learnings. The biggest reason is the relationship."*

meetings there are no competitors at the table." **Normand Lebeau:** "IESF has been a great business value for us. I tell about our IESF meetings all the time, our unique aspect is that we really know each other, this gives an extra layer of wanting to do a good job for your partners."

*"We must develop the skills of our researchers and consultants to win the war for talent."*

**Achim Moraw:** "If we look at the biggest strengths or unique aspects of IESF it's the fact that IESF works with exclusive partners in each country. The focus is not only on the commercial part of the business, but more on the knowledge sharing and, in that way, creating an inspiring environment for each partner."

**Daniel Liu:** "The industry IESF is active in is not easy. We are very dependent on the local and global economic developments and the human capital situation in each country. IESF is a strong network with loyal and open partners. Within IESF it's more than just business, it's about developing yourself as an executive search professional, as a manager and an expert in your field. But also, to develop yourself personally within a network of likeminded people who become your friends. The network has grown step by step. Nowadays we are much more professional in how to cooperate and how to handle things then when we started 20 years ago".

**Achim Moraw:** "The biggest challenge in the future is to attract potential candidates. We need to find new ways to contact this group of (latent) potential candidates and get them interested in a new career opportunity. We must develop the skills of our researchers and consultants to win the war for talent."

**Normand Lebeau:** "The search process will be more and more technology influenced. I do believe that for the lower levels of positions eventually our clients won't need personal executive search services because of this technological development. It will take layers away from our intervention." •

# PRESIDENTS

At IESF the role of President rotates. As President you lead the network for the upcoming 3 years. Supported by a International Executive Assistant and advised by the Leadership Council, representing all parts of the world. This overview shows our leadership through the years with main learnings and achievements in their Presidential term.

2002-2014



**Mark Gaery**  
Founder and Former President of IESF  
*President from September 2002 until September 2014 until passing over to Normand Lebeau.*

**Achievements**

"IESF was founded in 2002 by partners in Asia and Europe with a clear vision of growing a global group.

Carefully selected and vetted firms entered into partnerships with IESF, to enrich and broaden our global search abilities. IESF has rapidly proliferated around the globe as clients demanded executive search and leadership in new planetary markets and industries. A people-centric enterprise, with global influence and local expertise. By 2007, IESF was the world's largest search network."

2014-2018



**Normand Lebeau**  
President and Chief Guardian of the Mandrake experience, IESF Canada  
*President from September 2014 - 2018*

"Being the President of IESF has taught me how to interact and communicate with individuals from various cultures and backgrounds. It has taught me that you cannot judge people but how much they talk or by the kind of presence that they have in a room. Different cultures and nationalities have different ways to assert themselves."

**Achievements**

"As President, I created the partner charter, and I also introduced the culture of each partner should contribute the way that they best can, not putting pressure on people to strictly generate cross border business. But to look at the IESF membership to add substance and a strategic narrative to their local brand. I also brought forward the notion of a better vetting process to better select the new incoming partners. I wanted to create an environment where all partners trust each other."

2018-2021



**Victor Carulla**  
Managing Partner Headway, IESF Spain  
*President from September 2018 until October 2021*

"My experience as the third IESF President has been epic. I have been involved in IESF since I joined in 2009, and became a Leadership Council Member in September 2014. Always looking forward to add value and help the organization to be better, and set a humble mindset with a continuous improvement model. All members could learn from each other and become better professionals, leading better companies."

**Achievements**

"During my mandate we made a 360° turn on transparency, changing our entity address from Virgin Islands to the Netherlands, from a Hong Kong bank to an EU bank. Big turnaround on the P/L account. We went from tough years to a 3-year positive result in a row. We modernized the image by updating the website. Making the intranet more useable, starting to share a client database, and making different industry groups to make most (if not



Victor Carulla (former President), Gertjan van de Groep (current President) and Stephan Löw (Treasurer).

From 2021



**Gertjan van de Groep**  
Managing Director of Van de Groep & Olsthoorn, IESF The Netherlands  
*President from October 2021*

"I have been part of IESF since 2015 and worked together with Victor as Treasurer for IESF in the big changes around the transparency and financial entity. I'm a proud member of IESF because it helps us improve our local quality and be one step ahead of the market developments. We are now able to deliver the same quality of executive search to our clients worldwide. It's an honour to be selected as President for the upcoming 3 years."

**Goals**

"Right at the start of my Presidency I've set myself a couple of goals. First, to retain and expand our Partner Network only in potential regions for added value to our Partners and not for another dot on the map. IESF is steady, and I would like to keep it that way by adding value for all the partners as much as possible. Besides that, we also focus on expanding in areas where we really miss representation, such as several European countries, Australia, Japan, and Latin America. I want to start with Partner satisfaction research. To make sure we keep addressing the needs of our partners. And implement any improvements that may result from this research. I want to focus on frequent Marketing activities and demonstrate IESF's Thought Leadership and increase our visibility. Also, I would like to increase sharing & learning among the IESF partners and establish one IESF Quality process. Also, organizing regular webinars on topics in which we can all learn from each other. My leadership style is to focus on each and everyone's professionalism and be totally transparent in decision making. IESF partners receive more communication from the Leadership Council and we also started working with an active Advisory Board, both supported by an Executive Assistant."

all) partners involved and not only the LC members. 2019 was also the year when the pandemic hit, and we had our first virtual Annual Global Meeting in 2020 and we started other channels of communications like our WhatsApp Group. I ended my presidency very proudly and accomplishing the 3-year mandate that's established in our Partner Charter. With lots of new ideas, the last one but not the least has been establishing an international exchange experience among the partners so everyone can have the opportunity of working in another's partner office, something that has been absolutely welcome among all partners."

# CROSS BORDER search assignments

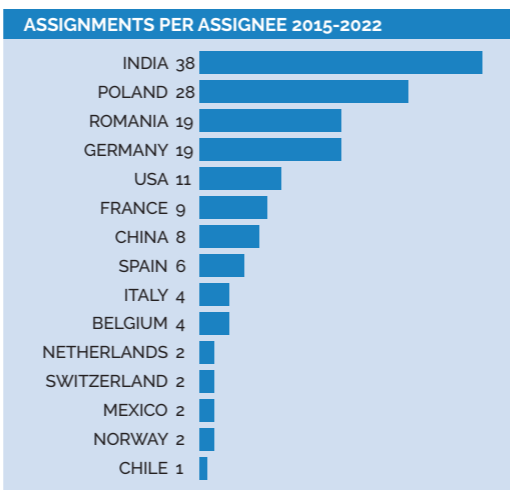
IESF financial report over 2021/2022 shows an increase in the number of cross border assignments worldwide. Not only the number of active and completed assignments grew. Also, the level of management and director assignments and revenue is back at the pre pandemic levels of 2019. In only the first half year of 2022 we reported 30 international assignments. The pipeline and expectations for the second half of 2022 is promising. This is in line with our business achievements in 2018 and 2019. The pandemic in 2020 and 2021 resulted in a decrease of 50%

of the international business. Assignments were put on hold or cancelled, because of travel restrictions. Stephan Löw, Treasurer at IESF: "While a large part of the world is in a recovery phase from the pandemic, disruptions from the pandemic continue to present new challenges for IESF and for our clients. We think out-of-the-box, adapt, and work agile to match our clients' needs in this time of talent shortage." Due to increased demand, consultants are taking on more searches and the average fee per search increased.

*Executive Search revenue worldwide is back at pre-pandemic level*

## THE CROSS BORDER AWARD

Every year at the AGM we hand out 2 awards: one for the most successful partner assigning projects to the network over the past year. And the other one for the most successful partner working on projects assigned to him/her. Each year it's exciting at the Annual Grand Meeting which partner will win these prestigious awards. In 2021 the proud winner of the Assignor Award was Dror Katabi from IESF Isreal, and the winner of the Assignee Award was Vivek Ahuja from IESF India.



## Working together

IESF Partners work together on international executive search assignments. Sometimes in multicountry searches, but most of the time one partner country acts as the assignor of the client and assignment to another partner country. The partner country who is executing the search we call the assignee partner. Both partners work together closely on the assignment. Over the years, since the founding of IESF in 2002, there has been a lot of cross border assignments. COVID-19 made the economy disrupt for 2 years, but in 2022 the executive search revenues worldwide are back at the high level they were before the pandemic. A small percentage of the cross border revenue goes back to IESF to finance the Annual Grand Meetings, marketing and other activities that add value to our network and our partners globally.

# New Managing Director for rental company manages Operational Excellence in times of the pandemic

*- a case study*



Boels Rental, a Dutch family business founded in 1977, is one of the most renowned rental companies in Europe. IESF partners from the Netherlands and Belgium searched together for the best suitable candidate for the position of Managing Director Belgium and Luxembourg. Focus point for the future MD is enlarging the company's footprint in the Belgium and Luxembourg market. Both IESF partners introduced suitable candidates and after a good and solid process Tom Van Hooydonk started as Managing Director Boels Belgium / Luxembourg. The same day as the lockdown due to COVID-19 was announced.

Boels offers a wide range of equipment rental machines and tools. From construction equipment to specialty rental. Patrick Meirlaen, IESF Belgium: "The company culture of Boels is very no-nonsense. It's a strong family-owned company with a focus on expansion and pioneering." Jan Willem Houtman, IESF the Netherlands adds: "Boels has great ambitions, which they wanted to address in the search for a new Managing Director."

The Dutch IESF agency Van de Groep & Olsthoorn decided to start the search together with their IESF partner in Belgium: The Future Alliance. Jan Willem Houtman: "We wanted to serve our client in the best way possible, that's why I called Patrick to ask for his support." Two partners searching exclusively in their own market but still together, not

as competitors but by combining their strengths. Patrick Meirlaen: "Within six weeks we jointly presented a shortlist to Boels' HR Manager. The shortlist consisted of equally both Belgian and Dutch candidates." The introduction was a great success and the client decided to invite all candidates for first round interviews. The second interviews were scheduled shortly after, with three final candidates. Boels decided to offer Tom Van Hooydonk the position because of his broad profile and experience in HR, sales, services & parts as well as in operations.

Van Hooydonk was very enthusiastic to start at Boels because of the strong entrepreneurial character and the long-term vision of the company. As Manager Director he is ultimately responsible for the P&L, growth, adequate management and operational and commercial success of the Belgium and Luxembourg machine department (around 350 FTE). Van Hooydonk is member of the operational board of Boels and reports to the COO.

His focus is on operational excellence in terms of flexibility, quality, operational and logistic performance, growth, and profitability. "I started the same day as the lockdown was announced in Belgium, which of course put pressure on profitability and costs. Nevertheless, we managed to structure operations more efficiently within 3 months. Although our revenue experienced a set-back due to COVID-19, we achieved a higher net profit than the year before. ●



2021  
Barcelona



Cusco  
2022



2023  
Shanghai



2020  
Online

# ANNUAL MEETINGS

Every year IESF partners gather in a chosen country around the globe, at the Annual Global Meeting (AGM). To join forces and to bring new ideas, as well as to create tools that help to improve candidate assessment and offer a better service to customers anywhere in the world.

These meetings are based on sharing knowledge and best practices. They're focused on learning from each other and openly discuss experiences. We brainstorm on new initiatives, listen to key-note speakers about developments in the industry. Our participants always go home with great inspiration for their local business development.



Sydney  
2017



Montreal  
2019



Lyon  
2018



New Delhi  
2014



Hamburg  
2015



Cleveland  
2016

**Interested in joining?**  
IESF is constantly expanding its network. Are you interested in joining our exclusive international group? Check our website and see if your country has no IESF partner yet. For more information and details visit: [www.iesf.com/join-iesf](http://www.iesf.com/join-iesf).





# True Leadership in times of crisis

- An interview with IESF partners Dror and Eti Katabi-

"Leaders who have stood out during the pandemic share three key behaviors on top of their excellent qualities: they embrace change; they thrive in uncertainty; and they adjust according to the environment."

The world of work is changing rapidly, because of COVID-19 and the enduring economic crisis. Everything will change: not only the way we work, but also the way companies adjust to these changes and the way managers empower their people. Managers of today and tomorrow face the task of motivating their teams and meeting their needs for security, confidence, and stability. In this interview IESF partners Dror Katabi – CEO of Kishurim Executive Search in Israel – and Eti Katabi – Leading Industrial Consultant and Executive Coach and founder of The Executive Mirror Program – share their expertise and global trends on the most important leadership skills of this moment for managers to use in leading teams effectively in the crisis.

## HR AS CENTRAL PLAYER

"If there is one positive result we see coming from this COVID-19 crisis, it's that in most organizations HR Managers became the central player. Everyone had to deal with this new threat. HR became the number one advisor to the CEO, to lead the organizations through this crisis. The focus changed following the stages of COVID-19. The first problem to address was focusing on working from home.

Solving technical issues and working on ideas to keep managers connected to their employees. The next question arised: How do you keep your employees connected while they're not physically in the company? The third important thing is the feedback. You have to put in more parameters in order to keep employees connected to the company. Companies increased the amount of information sent to their employees and started to share everything with everyone. This can also be a pitfall. The more communication people receive the less attention it may get. Managers created new strategies on internal communications. The three main focus points for managers during this crisis are: social support, communications and looking for ways of keeping employees happy."

## VIRTUAL FOCUS

"In order to achieve these goals of support, communications and happiness, managers are looking for new tools. Professional ones, such as online meeting tools and webinar software. But also, ways of sharing information with their team. Providing them with courses how to handle the new working situation and to maintain productivity and stay motivated.

We also see an increase in using online coaching tools. Managers have to adapt to this new way of (virtual) working as fast and best as possible. HR managers were challenged to hire someone and do the complete recruitment process via Zoom. Managers who own the ability to change are most successful. Successful managers make decisions very fast, also in uncertain times."

## LEADERSHIP SKILLS DURING CRISIS

"The most important skill right now is the flexibility to adjust to change. To not be afraid of change, be open minded, focus on quick results and continually challenge yourself. It's important for a leader to lead by example. Show more empathy to the personal environment of employees. Trust and believe in your people, don't be suspicious. Be plain and flexible. Focus on improving yourself in areas like: crisis management, communication and transparency. Provide normality and security. Lead by example and stay connected: managers with high emotional intelligence can empathize with their employees even without face-to-face contact."



### About Eti Katabi

Etika is a well-known business consultant and executive coach. Etika has been working especially with Board Members - leading executives in Israel. She developed an own methodology, which is based on the "inside out" approach. The last 7 years, she developed an online coaching program: The Executive Mirror program. She is the author of The Fastest Way to the Corner Office. This is an essential reading for managers looking to advance in their organization.



### About Dror Katabi

Dror Katabi has over 30 years of experience in management and consulting in various sectors and industries. He founded Kishurim HR in 1989 as a leading Executive Search company in Israel. In 2018 Dror co-founded, together with Etika, the EMP - Executive Mirror Program, the most advanced online program for managers. EMP is the best solution for organizations to increase retention rate and promote more managers from within.

*"The most important skill right now is the flexibility to adjust to change."*

## TRANSPARENCY AND FOCUS ON EMPLOYEE HAPPINESS

"Looking at this crisis and beyond, employee happiness is becoming a crucial factor. New instruments to help the employees in adapting to their changing work life balance were introduced. These initiatives existed before, but not on this (global) scale. In order to maintain all the activities and quality meeting high standards, they need to adapt new tools. And start updating the employees not only about their line of business, but also guarantee employees access to information from other divisions or the company. Organizations become more transparent in order to keep their employees engaged. It's important to feel like you are part of something bigger, instead of just working from your home office. The more openness a manager shows, the more engaged and enriched employees will feel. A great example of this is Jacinda Ardern, the Prime Minister of New Zealand. She hosted a coronavirus Facebook Live from her home in her pajamas."

## EMPLOYEES AS AMBASSADORS

"There definitely will be organizations for whom this situation with all of the employees working from home, results in a more cost effective and efficient way of working. Those companies will remain working this way after COVID-19. But there are also a lot of companies who need their employees visible in the office. Working from home will become the new standard and wish for a lot of employees and managers in the future. After COVID-19 it will be more legitimate to do so, because it's shown to be effective. Companies put more focus on onboarding, coaching, tools, learning on the job and promotions. Their managers will become the biggest asset for employer branding. Invest in your ambassadors and also facilitate possible outplacement."

## LEADERS

"Our opinion is that: Great managers are made, not born. You can make you the best version of yourself. A future proof leader can no longer trust on their experiences in the past. The main crucial thing that will make the difference is your openness to changes. Flexibility, is the key success factor. We will have to live with the shadow side COVID-19 taught us: knowing that the next virus is waiting for us." •

# Our Approach

Executive Search is the very core of our business. Focused on identifying and attracting the top talent and leadership candidates that will become the building blocks of our clients' success.

Our bilateral approach lets IESF partners go beyond the traditional macro-overview, by sharing insights on local / regional needs of the client's business and applying grassroots knowledge in identifying talent and leadership with the right cultural fit. IESF provides a unified 360° human capital consulting solution that incorporates our partners' international and multicultural values in delivering success.

<b>WEEK 1-2</b>	<ul style="list-style-type: none"> <li>&gt; Candidate research / selection</li> <li>&gt; Presenting 2 benchmark profiles</li> <li>&gt; Set focus for the search</li> </ul>
<b>WEEK 3-4</b>	<ul style="list-style-type: none"> <li>&gt; Completed the search</li> <li>&gt; Candidate screening</li> <li>&gt; Presentation shortlist</li> </ul>
<b>WEEK 5</b>	<ul style="list-style-type: none"> <li>&gt; 1st round interviews</li> <li>&gt; Shortlist candidates</li> <li>&gt; Client interviews</li> </ul>
<b>WEEK 6 - 8</b>	<ul style="list-style-type: none"> <li>&gt; 2nd round interviews</li> <li>&gt; Top 3 selected candidates</li> <li>&gt; Local team meet ups</li> </ul>
<b>WEEK 9 - 11</b>	<ul style="list-style-type: none"> <li>&gt; 3rd round interviews</li> <li>&gt; Online assessments &amp; reports</li> <li>&gt; Reference &amp; salary checks</li> </ul>
<b>WEEK 12-14</b>	<ul style="list-style-type: none"> <li>&gt; Selected the candidate</li> <li>&gt; Negotiate offer</li> <li>&gt; Signed labor contract</li> </ul>

## TOP 40 global talent providers

IESF has been included for the 3rd year in a row in the Global 40 by Hunt Scanlon, the list of global executive search firms that now dominate the recruiting business worldwide.

Hunt Scanlon reviewed an exhaustive list of global recruiting providers and culled it down to the 2022 top 40 global talent providers that now dominate the recruiting business worldwide.

They looked at each provider in great detail and presented a list that captures the best global search firms who can satisfy the most sensitive recruitment needs.



## New leader to help a successful family-run manufacturing business grow in China

- a case study



**B**ons & Evers, a Dutch family business of over 70 years, is a reputable market leader of hot forging and machining of brass, copper and aluminum alloys. Bons & Evers established a state-of-the-art production equipment, machinery and technology production facility in the LingangFengxian Industrial Park China in 2017. IESF partners from China and the Netherlands worked together searching for the best suitable candidate for the position of CEO for this division in China. The main focus points for the newly appointed CEO are forming a complete local management team, achieving production capacities and sales revenue as well as account management of global key customers in the automotive Industry. IESF China completed the search within 4 weeks and Bons & Evers production facility is now fully operating since mid 2020.

Bons & Evers is a successful family-run business. In 2020 Bencis Private Equity acquired 51% of the shares. The China plant has been set up to supply one of their biggest automotive customers in China. The Bons & Evers board – which at the time consisted of a CEO and a CFO - decided to start searching for a new local CEO / Director China.

Jan Willem Houtman, consultant at IESF The Netherlands: "The new CEO reports directly to the Group Board at the Dutch head office. He leads local teams of production as well as commercial / supporting staffs. The top priority is managing the preparatory processes, to

enable a successful standard operating procedure for launching customers in China. Another important task is managing the subsequent fast increase in volumes."

Jan Willem Houtman briefed Rachel Chen, consultant at IESF China, to make a business proposal and start the search. Rachel Chen: "There were several challenges: first of all, lots of candidates had concerns about the company's scale and possible limitations of the business scope. Secondly the company's location in Shanghai was far away from downtown. And the third challenge was that we were looking for a very specific candidate profile: being both strong in manufacturing operations and having a commercial supporting background in the automotive industry. The automotive manufacturing companies are not concentrated in Shanghai, so we approached some candidates in nearby cities and few candidates would consider relocating. Candidates should possess on-the-ground supply chain management experience of 1st / 2nd tier industrial products in the automotive sector."

Jan Willem Houtman: "Rachel presented a shortlist of 5 candidates matching the search profile within 4 weeks. Rachel Chen: "Alex Liu was placed as CEO for Bons & Evers China. They chose his expertise because he's diligent, responsible, has a good working attitude and was fully prepared for each interview. They also praised several skills such as his communication, interpersonal and organizational skills." ●

# TRENDS

## in executive search & recruitment

2021 has posed many challenges for organizations: continued restrictions, persisting uncertainty, managing hybrid workforces and closed borders. But besides challenges, IESF partners also faced opportunities. And we experience an overall growth in number of international positions looking at 2022 and beyond.

### 1 CANDIDATE DRIVEN MARKET

The biggest and most significant change that we are seeing in the world of recruitment is the shift to a candidate-driven market. For the first time in a generation, there are more available jobs than there are candidates, and therefore the applicants hold more power than ever before. This means that recruiters will have to work harder to stand out and attract top talent. In 2022, we can expect to see a more creative range of recruitment strategies, whether it's searching tactics, data-driven recruitment marketing or improved employer brand communications.

### 2 REMOTE RECRUITMENT

It is quickly become evident that remote recruitment is here to stay. Candidates are expecting remote work and remote interviews, at least at the first stage. In 2022 recruitment partners need to find ways to embrace the remote recruitment process. IESF partners focus more on developing new advanced tools, to improve effectiveness of the remote process and help clients cope with this challenge.

### 3

### REACHING PASSIVE CANDIDATES

The past year many companies competed for the same candidates and skillsets. Passive candidates can often make better hires: instead of being desperate to leave their current employer they're excited by a company, the challenging job description, and its employer brand. The opportunity makes them consider leaving the safety of their current employer, whether it's the opportunity to learn, the thought of a new challenge or the chance to work for a company that aligns with their values. This is a trend that will not go away any time soon. At IESF we see a rise in digital attraction strategies and reaching out to passive candidates directly from a researching perspective.

### 4

### LONGER NOTICE PERIODS

Long notice periods for senior hires have always been a standard in executive search. In a candidate-driven market where employers are desperate to hold on to employees, we can expect this to continue into 2022 and beyond. IESF partners are focused on keeping warm strategies for candidates in 2022 to maintain excitement and enthusiasm through the duration of a notice period.

### 5

### TALENT MAPPING

Many organizations focus on workforce mapping to understand their internal strengths and weaknesses, aligning skills with current and future organizational plans. However, in a highly competitive market with significant employee movement, it helps to regularly map skill sets externally as well, in order to understand who has the skills you require, what they're looking for in a career and employer, and the salaries they're earning. This knowledge can be very powerful in strategically shaping recruitment, training and retention programs to realistically meet the needs of the business.

### 6

### INTERNATIONAL HIRING

If there is one thing the pandemic taught us it's that managers and directors are also able to manage their companies from their home offices. An expert doesn't have to live in the same area or even same country to be successful in his job. That means that you can search all over the world for the right expertise. And there are some countries famous for certain industries or business developments, so why not see if they can be of an added value for your local company? At IESF we search in several countries simultaneously. To find the best solution for both the client and the candidate. This trend actually led to two opportunities. First, the opportunity to find and recruit experts for your company, regardless of their location. And secondly for organizations who normally attract expats for their subsidiaries, which shifted their recruitment focus to a preferred hire of local managers instead due to all COVID-19 restrictions and travel limitations.

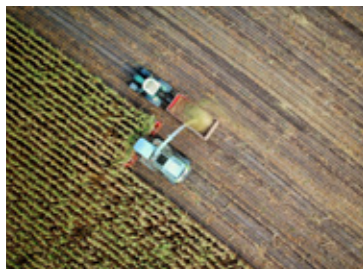
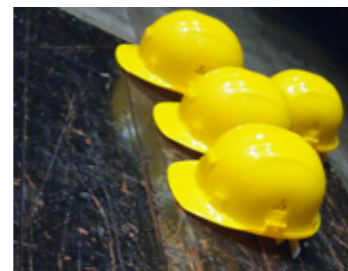
### 7 INVESTING IN EXISTING TALENT

With organizations struggling to hire new talent, holding onto the employees you already have - who already understand your organization's processes, products, and systems - is vital. Organizations should consider building tailored retention and training strategies based on the current demands and values of the workforce.

# Sector Practices

IESF Partners receive global support in their skillsets through our Practice Groups. Vertically aligned, PGs combine IESF Partners specialist experiences across a range of disciplines. These groups provide an optimal proliferation of specialist expertise throughout IESF.

- Renewable Energy & Sustainability
- Professional Services & Government
- Marketing & Communications
- Leadership & Talent services
- Banking & Financial
- Manufacturing
- Construction
- Logistics & Transport
- Life Science
- Oil, Gas & Chemicals
- Retail & FMCG
- Agri
- Apparel & Luxury
- IT & Technology



## The role of the assignor in challenging international search projects

- a case study


Partners of IESF regularly work together on cross border assignments. Each project highlights new challenges and learnings. Sometimes it's assumed that the assigned firm – responsible for the local search in their country – is the most important partner, since they are delivering the local candidates for the client and to the assignor partner, in the country the client and assignments is originated. In this article we show you that this is not the case and demonstrate what an international cooperation is really based on: a strong advising assignor partner, combined with the local expertise and knowledge from the assigned partner.

IESF France and IESF Israel recently worked together on two similar search projects for Israeli based companies. For one client they searched for a Channel Commercial Director and for the other client they combined forces to find the best suitable CEO. Kishurim HR, led by Dror Katabi, and Hommes & Entreprises, managed by Valérie Désautel describe the challenges they faced, and how they managed to successfully complete the projects.

In both searches the Israeli clients initially searched for Hebrew speaking managers, living in France, speaking the local language, knowing the local cultures and both possess very specific niche market experience. Dror Katabi: "As an assignor it's very important to provide

your clients with business consulting as well. I convinced the clients that they could trust our local French partner to find the best suitable candidate, from whatever country of origin." Valérie Désautel adds: "We searched for a manager with a background in sales, but also technical, engineering and market experience. This person should be familiar with a lot of components and had to manage a major cultural change as well, which made it a challenging search. We found great candidates, but then COVID-19 came so the client stopped the project. A year later we started all over again from scratch." IESF Israel interviewed all the candidates personally. Dror adds: "I was very involved, to make sure the local candidates would fit the Israeli company. I acted as a personal advisor to the Chairman."

Valérie Désautel: "3 candidates were selected to be interviewed personally in France by the Israeli Global CEO. After the selection process there were some details to finetune, in this stage of a search project the role of the assignor partner is key. Dror: "I personally advised the client to choose this particular candidate, based on my partner's recommendation. The real consultancy is for the leading consultant in an international search. But we wouldn't have been this successful without the great local knowledge and the patience of our French partner. Valérie and her team really thought outside the box and went above and beyond for our clients."

A photograph of several white offshore wind turbines with yellow bases, situated in a deep blue ocean under a clear blue sky. The perspective is from a boat, with the white wake of the boat visible in the foreground.

# SUSTAINABLE EXECUTIVE SEARCH

We know the  
executives  
that lead the  
future of our  
planet



Driven by growing consciousness of global warming, high energy costs and the consumer's desire for alternative energy sources, the partners of IESF see an expanding need in this space worldwide. From clients who are deploying more sustainable devices, to those who are bringing more energy-efficient processes to their global supply chains and launching carbon-trading mechanisms, the focus on sustainability is significant and enduring. IESF connects knowledge, networks and countries. We know the leaders and executives of tomorrow.

We closely follow the trends that affect alternative and renewable energy. We offer a fully customized, local approach to search

projects, based on knowledge, culture and regional economics. We work with respected partners and leaders in this category and have placed and advised many leaders, project leaders and executives in the renewable energy markets worldwide.

This industry represents the future. There has been a fundamental shift in our understanding of the importance of energy, how it is managed and most importantly, how it is led and who will catapult the developments in the future. IESF combines knowledge and experience with an extended worldwide network of innovative executives. Our global partners are passionate about serving this space with the executives and specialists who lead them.