



Regional Meeting Copenhagen
April 7th 2022

International Executive Search Federation

Agenda Regional Meeting Copenhagen April 7th 2022

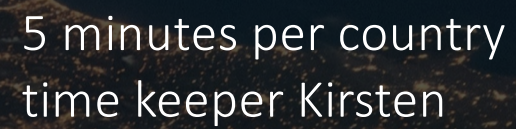
09.00 AM	Welcome & opening remarks	<i>Gertjan & Pia</i>
09.15 AM	Business Update IESF Partners 5' per partner	<i>All partners</i>
10.45 AM	Coffee Break (20 min)	
11.05 AM	Marketing	<i>Kirsten</i>
11.30 AM	Workshop Biases in Search	<i>Pia</i>
12.30 PM	Lunch (1h)	
01.30 PM	Research Optimization	<i>Vincenzo/Gertjan</i>
02.00 PM	Keynote speaker Morningstar	<i>Roxana Brahasteanu</i>
03.00 PM	Coffee Break (20 min)	
03.20 PM	Keynote Founder Green Power Denmark	<i>Mr. Mads-Ole Astrupgaard</i>
04.05 PM	Consultants exchange update	<i>Gertjan</i>
05:30 PM	Gather in the lobby for walk to Fru Nimb Restaurant in Tivoli Gardens. Dinner starts at 7 PM, there's time before & after to visit Tivoli Gardens	

Welcome & Opening remarks



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Business
Update IESF
partners

The text '5 minutes per country time keeper Kirsten' is located on the right side of the slide, to the right of the vertical line. The text is white and matches the background of the slide.

5 minutes per country
time keeper Kirsten

 Canada

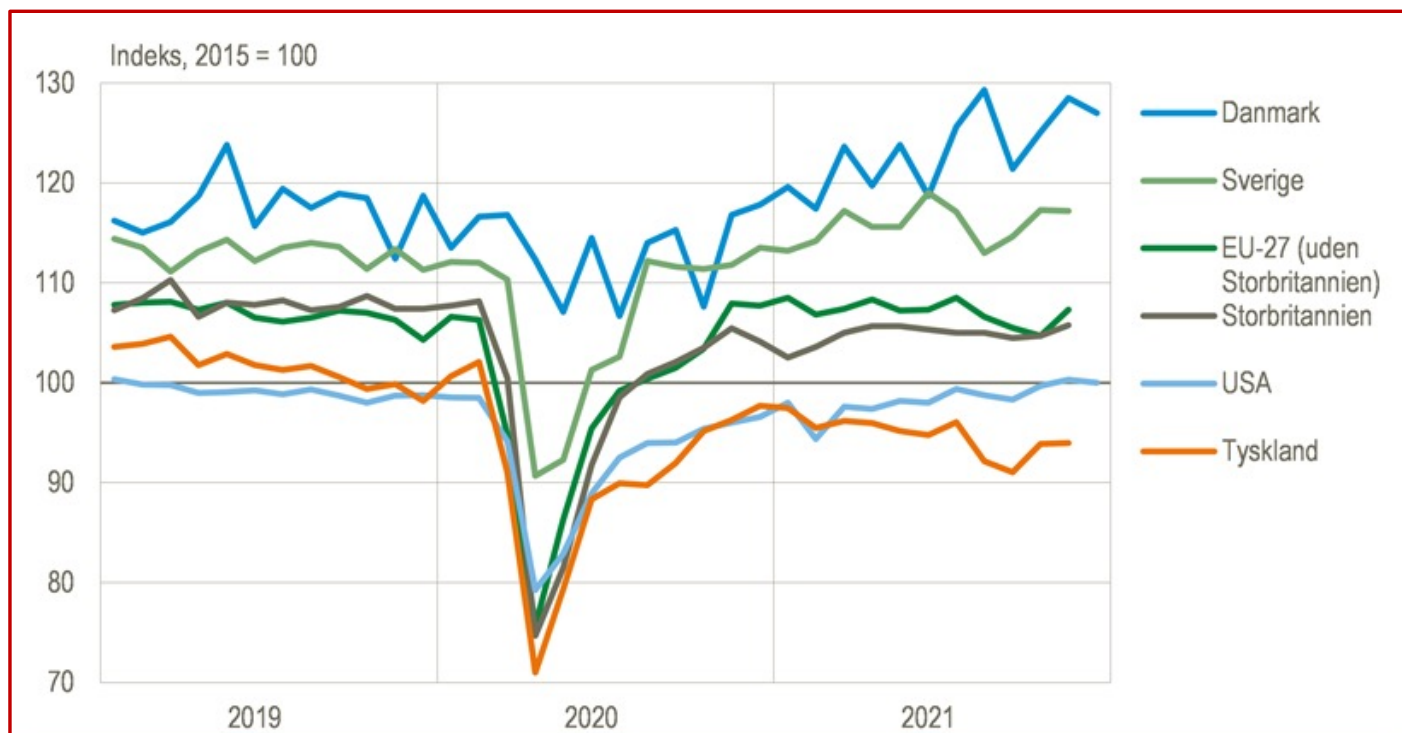
1. How is your local market/economy developing after the pandemic?
Canadian economy has recovered fully from the pandemic. Inflation is the biggest enemy of the recovery (expected at 5.1% in 2022).
2. What is a recent success you would like to share with the IESF group?
The import of a French speaking executive from abroad.
3. Is there anything you would like your partners help with?
A question, a topic, something to think about or discuss together?
In which direction is executive search going? (How far can AI go in terms of replace our added value?)

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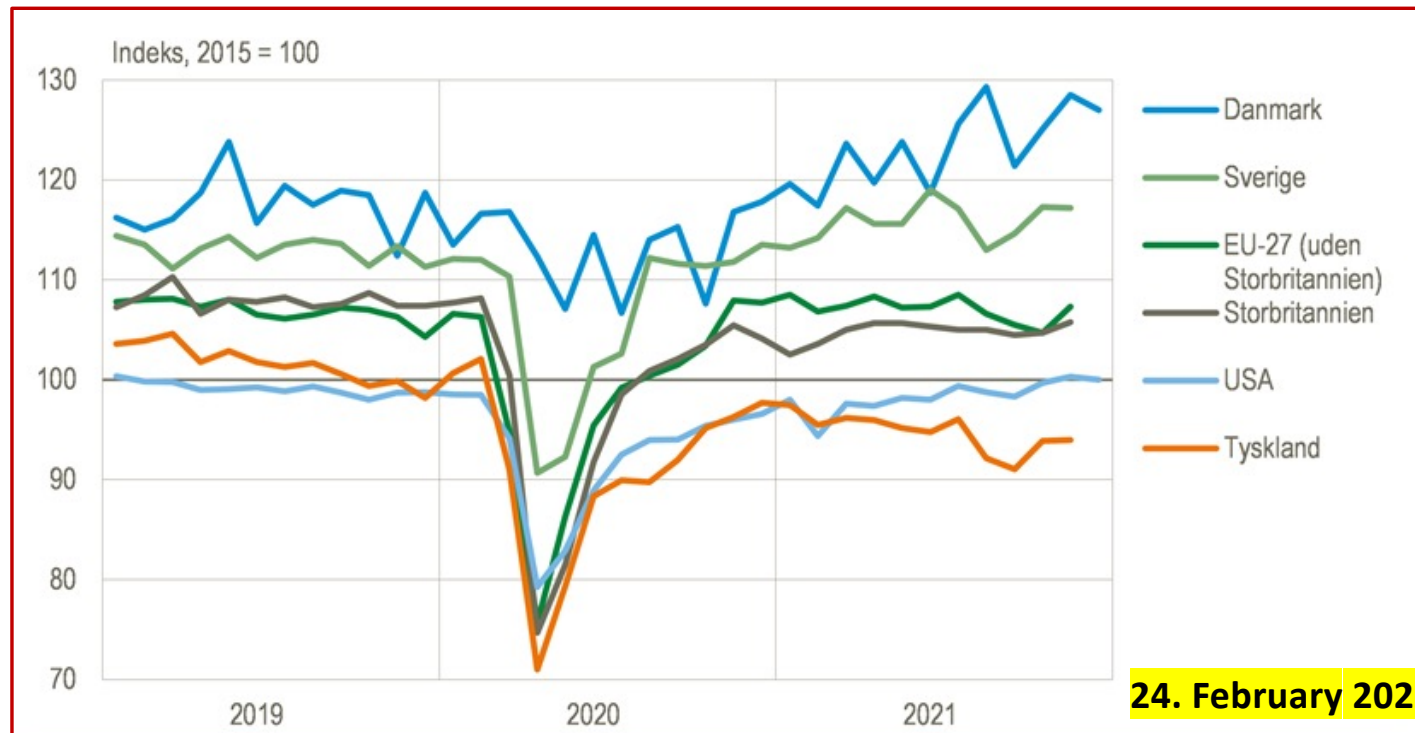


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How is your local market/economy developing after the pandemic?



How is your local market/economy developing after the pandemic?



CONFIDENTIAL

The Situation



The current CEO of Umove intends to resign his position. He will continue as a senior advisor.

It has been decided to recruit a CEO successor with strong strategic and operational potential who is complementary to current COO and CFO.

Umove is Denmark's largest private bus operator and solves tasks for four out of five public transport companies throughout Denmark. With 1,000 employees, 400 buses and an annual turnover of 550 MDKK, the company runs over 40 Million annually kilometers with passengers.

In 2016, the Infrastructure Fund CUBE took over the majority of shares in Umove. This has given the company access to new capital and management resources, but also to international cooperation and experience with the sister companies in several European countries in which CUBE has invested.

1. How is your local market/economy developing after the pandemic?

-Post-covid economic activity acceleration (government still subsidizing the economy, unemployment rate reduction, increase in the groups' income & profitability) ;

-Covid is no longer (so far) a topic (restrictions loosening, high rate of the population vaccinated, organizations learned how to deal with it) ;

-Shortage of blue collar employees as well as white collar (mostly graduates up to mid-level positions) ;

-France : a country with one of the highest level of foreign investments (trust in French engineers, a geographically well-positioned country, a "tech-minded" nation, trained workforce).

-The Presidential Election scheduled April 24th ; subjects such as - France's debt, public accounts equilibrium, pensions' reform (to name just a few) - are key to reboot our economy. But the current government untied some of the knots the economy was facing (lowering taxes, apprenticeship rise, new unemployment policy, etc.) ;

STRONG RESTART OF EXECUTIVE RECRUITMENTS DURING 2021 2nd SEMESTER

In Q4 2021, French GDP was 0.9% above its pre-health crisis level (catch-up in several service sectors : trade, transport, household services, etc.).

Since the Barcelona meeting, recruitments accelerated in professions for which profiles are rare : IT, R&D, digital, accounting, but also in industrial production, construction.

This dynamic was largely driven by large groups and mid-caps.

Two major side-effects to this bull market :

=> The lack of available profiles on the market, therefore

=> A candidate-driven market (higher expectations from candidates in terms of : salary, home-office, flexibility).

A CONTRASTED FIRST 2022 QUARTER

The first quarter of 2022 appears to more complex:

January: deterioration of the health situation (Omicron wave) and its consequences (increased use of teleworking, implementation of the pass vaccine, gauges for certain events, etc.).

February: most restrictions were lifted, and business surveys showed a reacceleration of activity.

March: the outbreak of war in Ukraine, adding to the difficulties of supply (supply difficulties, recruitment difficulties) and pre-existing price pressures.

What's next ? It will depend on :

- the uncertainties of war
 - inflation (energy & raw material)
 - the level of trust of companies & individuals
-



Round the World

2. What is a recent success you would like to share with the IESF group?

Late 2021/early 2022 highlights:

- strong results in 2021 (growth in both revenues and profits);
 - over the last 6 month, 5 assignments signed were above 35k€;
 - 2 to 3 current proposals being above 30k€;
 - one framework agreement signed with a major french agriculture/agrifood group;
 - 3 leads brought by the IESF network.
-



Round the World



**3. Is there anything you would like your partners help with?
A question, a topic, something to think about or discuss together?**

-how could we address clients at a group level?

-could we structure additional tools to develop prospects as IESF?

The german local market

Recovery from strong pandemic-related constraints until the start of the Russian attack on Ukraine

The availability of energy (oil and gas) will strongly influence further development

Still problems in the manufacturing industry with supply chains



Round the World / Germany: TOPOS Personalberatung

IESF



Business update

Business remains stable with very strong start in Q1 2022

In headhunting still exclusively retainer business (30 – 33 % / fixed fee)

Interim Management continues to develop positively

Biggest challenge:

Attracting candidates* and new Research Consultants (2 new hires in Q1 are done)

*after corona and under uncertainty of the economic development

Round the World / Germany: TOPOS Personalberatung

IESF cross border success Q1 2022

Winning CEO search (salary 300+ kEUR)



Winning MD search (salary 180 kEUR)



Completed VP Operations search (salary 200 kEUR)



Round the World / Germany: TOPOS Personalberatung

Hamburg



Hanover



Bonn



Frankfurt



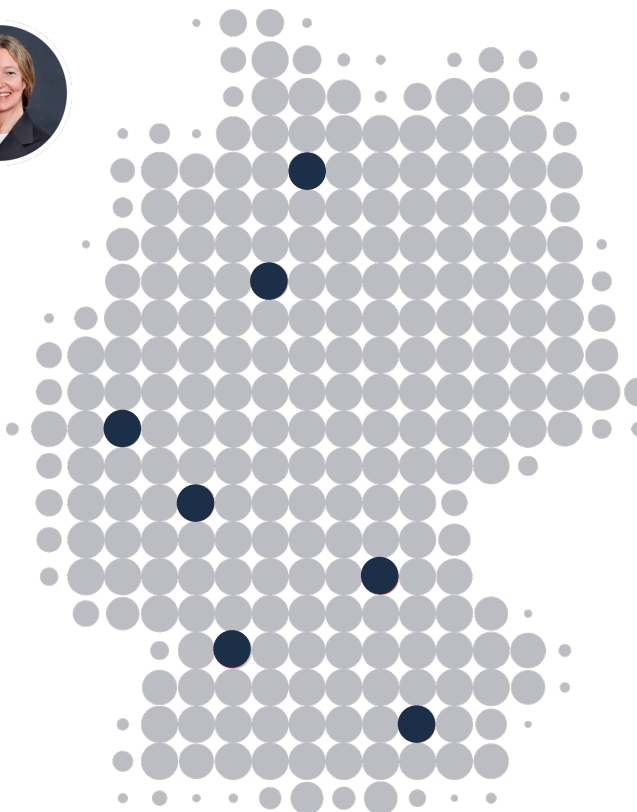
Nuremberg



Stuttgart



Munich





The Netherlands

1. How is your local market/economy developing after the pandemic?

- Focus on Industry is booming
- Lowest unemployment rates since decennia
- More demand than we can handle
- Candidate market – Candidate is in control
- GDP growth rate is 5% in 2021, but the Industry growth was +11% and still growing in 2022.

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The Netherlands



2. What is a recent success you would like to share with the IESF group?

- Growth in cross border assignments as assignor
- But also received our first assignment as assignee from Germany.
- Independent survey puts us at the top 5 of best executive search firms in the Netherlands

3. Is there anything you would like your partners help with?

I am interested in your sales pitch or presentation.

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IESF Partner / Norway



1. Market review Norway: Solid growth, 4.2 % GDP, high demand on talents, Ex.Search & other services (Board/Mgmt Audits) first quarter 2022.
2. New success: Acquired one new PE capital fund as client. Demand on Management Audit and new CFOs /CEOs for three of their portfolio companies. Won assignments for board recruitment / board evaluation for four SME clients with global potential
3. To help with: Adress issue with PE/ FO fund/priority for RUUD Executive. IESF reference list on Family Office/PE?

Annual percentage change

	2020	2021	2022	2023
Gross domestic product (mainland)	-2.3	4.2	3.7	2.2
Unemployment rate (%)	4.6	4.3	3.5	3.2
Inflation (CPI)	1.3	3.5	2.5	1.5

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Regional Meeting Copenhagen 2022

Partner: Alyssa Lince
Arden & Price, Inc.
Panama



arden & price
Since 1995



1. How is your local market/economy developing after the pandemic?

2022 Perspectives

Panama's economy is recovering strongly and growing. Unemployment rate has been reduced and the economic sectors that are growing are those that generate more jobs.

GDP growth by sector. 2020-2021.

Description	Variation %
Agriculture, cattle raising, hunting and forestry	3.4
Manufacturing industries	11.4
Construction	28.7
Retail and wholesale trade	17.6
Transportation, storage and communications	10.6

- 2021 GDP grew 14.9%.
- These five sectors employed 58% of the labor force in 2021.

*Projections based on a report published by the Ministry of Economy and Finance

1. How is your local market/economy developing after the pandemic?



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Since 1995

Economic growth is positively impacting the recovery of formal employees.

Employed population, by category.

Employed	September 2020	October 2021	Variation %
Employed	1,631,691	1,744,387	6.9
Employees	909,188	1,031,328	13.4
Self-employed	603,455	572,927	-5.1
Employer or owner	35,733	53,827	50.6
Family worker	83,315	86,239	3.5

- In October 2021, the unemployment rate decreased 7.2% compared to September 2020. In September 2020, the rate was 18.5% and in October 2021, fell to 11.3%.
- From September 2020 to October 2021, those employed with formal jobs increased by 122,140 (13.4%).

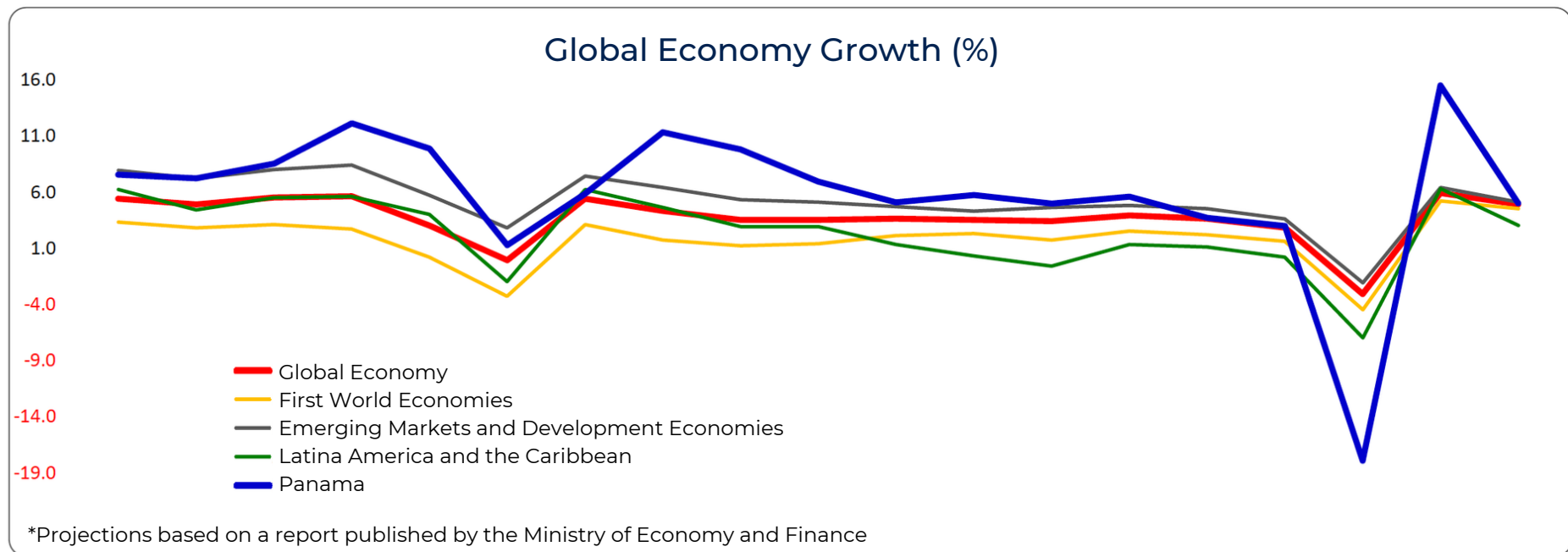
*Projections based on a report published by the Ministry of Economy and Finance

1. How is your local market/economy developing after the pandemic?



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Since 1995

Panama's economic growth is higher than the world and regional average in 2022, the same on 2021.



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Economía Global	5.4	4.9	5.5	5.6	3.0	-0.1	5.4	4.3	3.5	3.5	3.6	3.5	3.4	3.9	3.6	2.8	-3.1	5.9	4.9
Economías Avanzadas	3.3	2.8	3.1	2.7	0.2	-3.3	3.1	1.7	1.2	1.4	2.1	2.3	1.7	2.5	2.2	1.6	-4.5	5.2	4.5
Emergentes y Economías en Desarrollo	7.9	7.2	8.0	8.4	5.7	2.8	7.4	6.4	5.3	5.1	4.7	4.3	4.6	4.8	4.5	3.6	-2.1	6.4	5.1
América Latina y El Caribe	6.2	4.4	5.5	5.6	4.0	-2.0	6.2	4.6	2.9	2.9	1.3	0.3	-0.6	1.3	1.1	0.2	-7.0	6.3	3.0
Panamá	7.5	7.2	8.5	12.1	9.9	1.2	5.8	11.3	9.8	6.9	5.1	5.7	5.0	5.6	3.7	3.0	-17.9	15.5	5.0

1. How is your local market/economy developing after the pandemic?



Panama's economic growth projections for 2022 are favorable.

Institution	Projection %
Ministry of Economy and Finance	5.0
The World Bank	7.8
CEPAL	7.3
Fitch	7.3
Moody's	6.5
Standard & Poor's	6.25
FMI	5.0

*Projections based on a report published by the Ministry of Economy and Finance

2. What is a recent success you would like to share with the IESF group?



- Public sector.
- Compensation analysis.
- Need assesment.

3. Is there anything you would like your partners help with? A question, a topic, something to think about or discuss together?



arden & price
Since 1995

- Best practices.
- Data-driven decision-making in Executive Search (Platforms).
- Proposals and contracts.

1. How is your local market/economy developing after the pandemic?

Information: Until March 15th, 2022

- GDP 2022: Peruvian economy will register a growth of **3.4%**
 - Economic Activities:
 - Agricultural sector grew **4.96%**
 - Fishing sector fell by **30.27%** due to the lower capture of species of maritime origin
 - Mining and Hydrocarbons sector grew by **4.53%** due to the higher volumes produced of tin, copper, gold
 - Political Situation:
 - Moderate political instability.
 - Right-wing political parties insist on removing the president but without success.
-



Matt Salas / Peru



2. What is a recent success you would like to share with the IESF group?

- Virtus is obtaining contracts with the public sector:
3 tenders in 2022.
Participation of 40% in companies in the energy sector.
 - Virtus attended Executive Search services of latam companies that open operations in Peru:
Construplan (Mexico) - Services for mining: Commercial Director
Luminova Pharma Group (Guatemala) - Pharmaceutical Sector: Country Manager Peru & Bolivia
-



Matt Salas / Peru



**3. Is there anything you would like your partners help with?
A question, a topic, something to think about or discuss together?**

Special Global Interview: “CEOs, HR Directors in the world”
Special Edition for IESF 20th anniversary

<https://prezi.com/i/esrl73jgvyyu/iesf-propuesta/>



POLAND



38.17 million
people,
5th in Europe

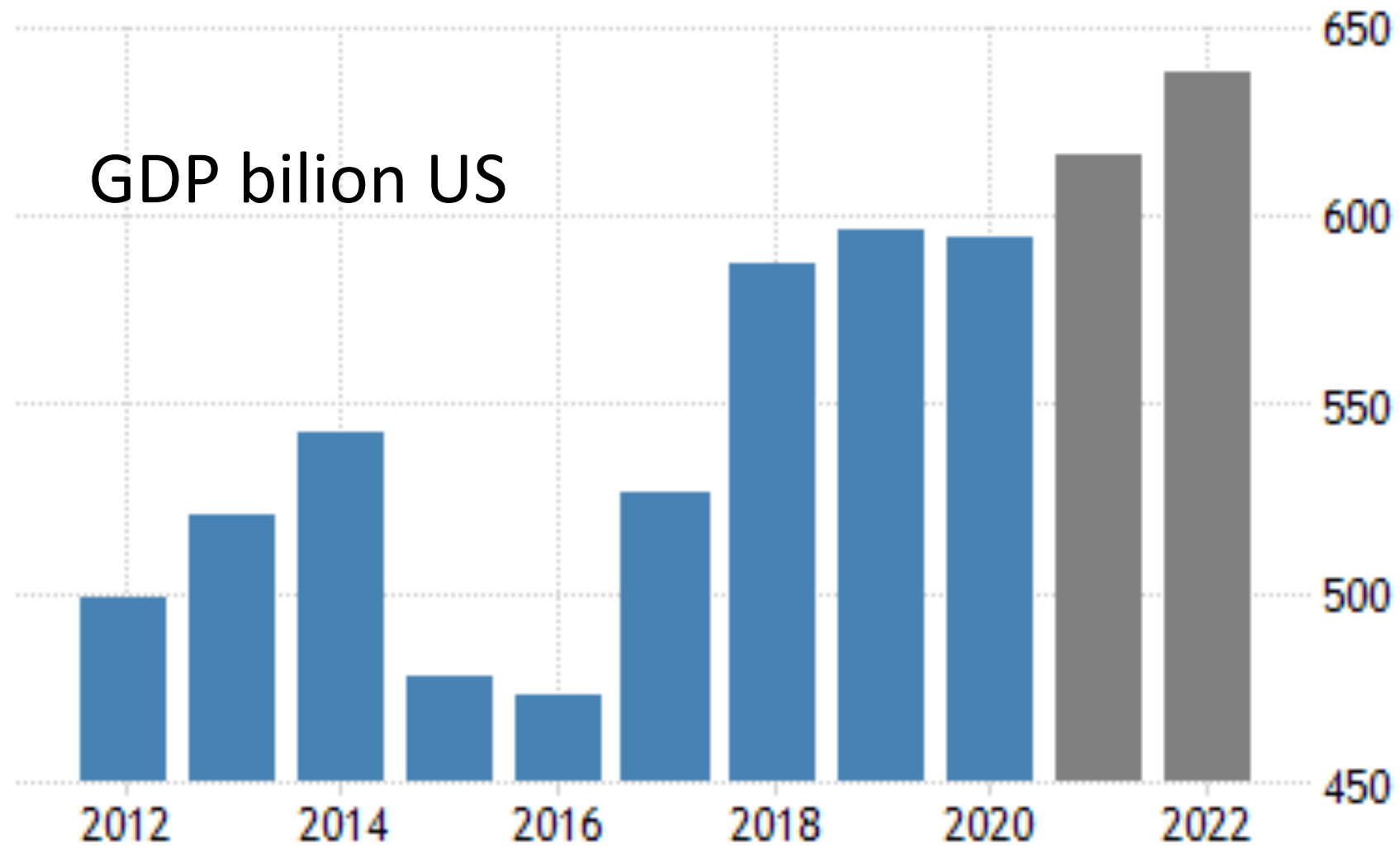
in November 2021
the unemployment
rate

for Poland - 3.4%.

for the EU-27 was
6.9%,



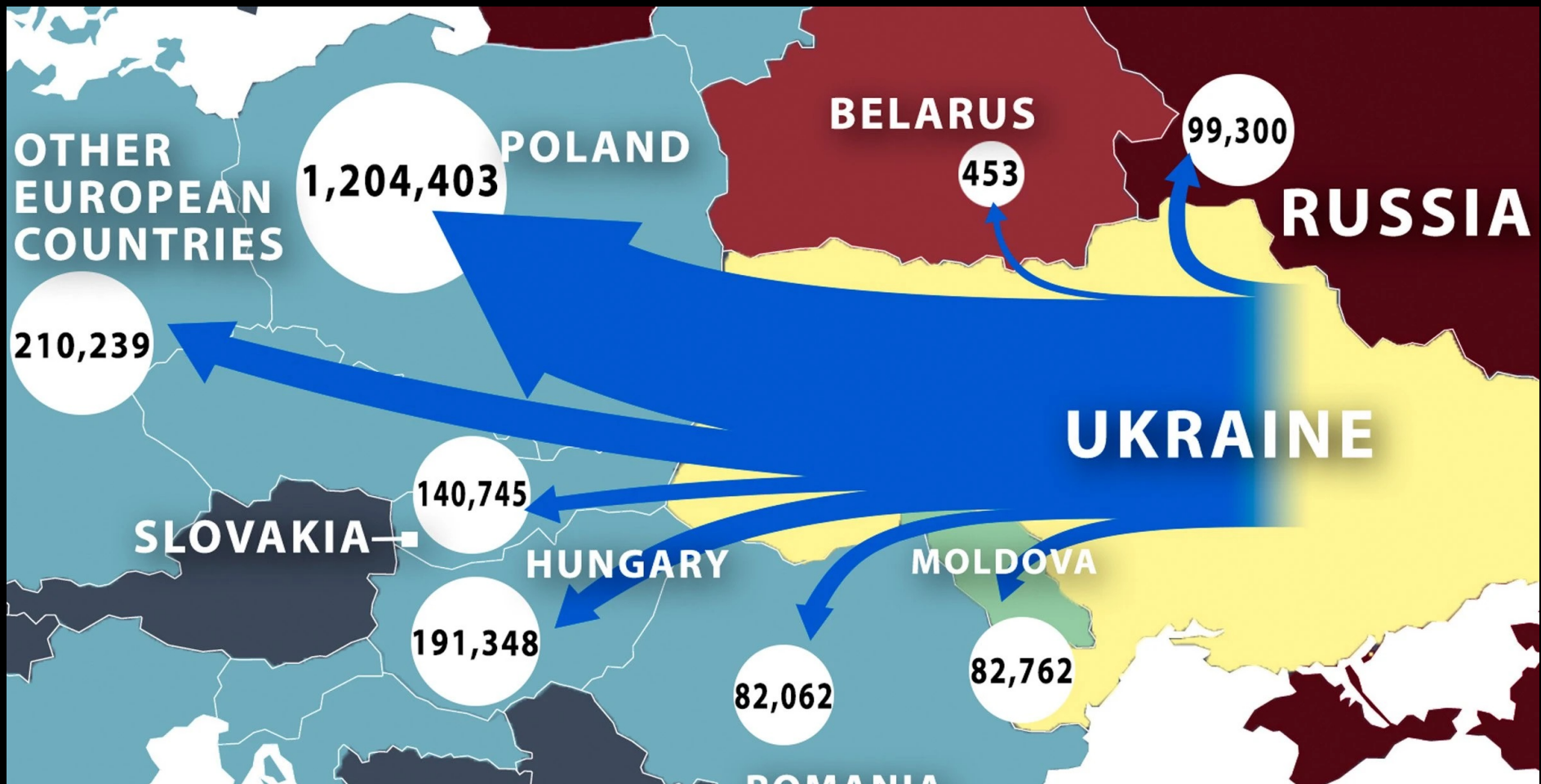
GDP bilion US



Border country for the EU



24.02.2022



Kryzysy uchodźcze w Europie w XXI wieku

2 200 000

osób z Ukrainy wjechało do Polski
w ciągu pierwszego miesiąca wojny

Ukraińcy uciekający przed wojną
do Polski, dane Straży Granicznej
na 24.03.2022


skąd i w jakiej liczbie przybywali
uchodźcy do Europy w 2015 roku,
dane Frontex

1 830 421

osób dotarło do Europy
w całym 2015 r.

Źródło: Frontex, Straż Graniczna

300
GOSPODARKA

- 
-
- 2.2 million entered Poland
 - 1,4 million stay in Poland
 - mainly young women plus one or more children
 - 700,000 children in schools



Main challenge:
childcare
(Ukrainian
language) →
so that women
can work.



✓ Women want to work

✓ Very interesting
human capital



➤ there were
jobs for men

✓ Very good experience
in working with
Ukrainian workers



Opportunities



Companies focused on customers in Ukraine and Russia are looking for new markets

Supply chain to locate outside of Ukraine and Russia



Last 34 days in Poland | success

None of the
projects has
withdrawn

Even an increase in
them

Candidates
withdraw from
projects more
often than before

IESF



1. How is your local market/economy developing after the pandemic?

- After the pandemic the war started and for few week the economical situation has been instable (freeze on hiring, people reluctant to change jobs)
- We have the biggest inflation rate since we are part of EU 9.6 expected since December 2022
- The biggest increases in prices are seen in electricity and natural gas with increases in costs up to 300%.
- There are a lot of investments in green energy
- Romania has received more than 10,000 Ukrainian asylum seekers at their northern and eastern borders since the Russian invasion and we offer free work permit / schooling for Ukrainian people
- Automotive sector seriously affected as Ukraine produces crucial electronic components
- The candidate market – higher salary expectation and reluctant to change jobs
- Unemployment rate 5.7
- Romania's economy will be boosted by 3.6% annual growth

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2. What is a recent success you would like to share with the IESF group?

We have been able to hire an entire Financial SSC of HUF ROMANIA (18 months) - 56 hiring's and negotiate the next 40 (controlling, sales, SAP consultants)

3. Is there anything you would like your partners help with?

A question, a topic, something to think about or discuss together?

How is your local market/economy affected by the Russian / Ukrainian war?

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IESF Partner / Country



1. How is your local market/economy developing after the pandemic?

- **SPANISH GDP EVOLUTION:**

2020 – decreased -10,8% ; 2021 increased 5% and 2022 estimate to increase 5 – 7%

- **THE UNEMPLOYMENT RATE:**

2021 was 13%, 2022 is 12,7%

- The **second semester of 2021** was a recovery period for the Spanish economy. Thanks to the summer and the decrease of infections, Spain recovered the activity and tourism reactivation.
- In our industry, it has been the best period in recent years. **The last 2021 Q we have doubled the turnover of the last Q of 2019.**

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IESF Partner / Country



1. How is your local market/economy developing after the pandemic?

2022

- Today we can talk about some pandemic consequences as the high cost in raw materials and logistics operations problems that impact in the prices of final products.
- The high price of electricity is another negative impact that is already affecting the growth rate we have experienced in the first months of 2022.
- Unfortunately, the Ukrainian war is also having an impact in our economy, mainly in import (cereals, sunflower oil, and gas).

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IESF Partner / Country



1. How is your local market/economy developing after the pandemic?

- The sectors with the most activity and growth after pandemic are:
 - Energy
 - Consumer Goods
 - Construction
 - IT / Digital
 - Health
 - Industry & Engineering
- The companies are working in a hybrid and flexible work. Remotely vs in site.

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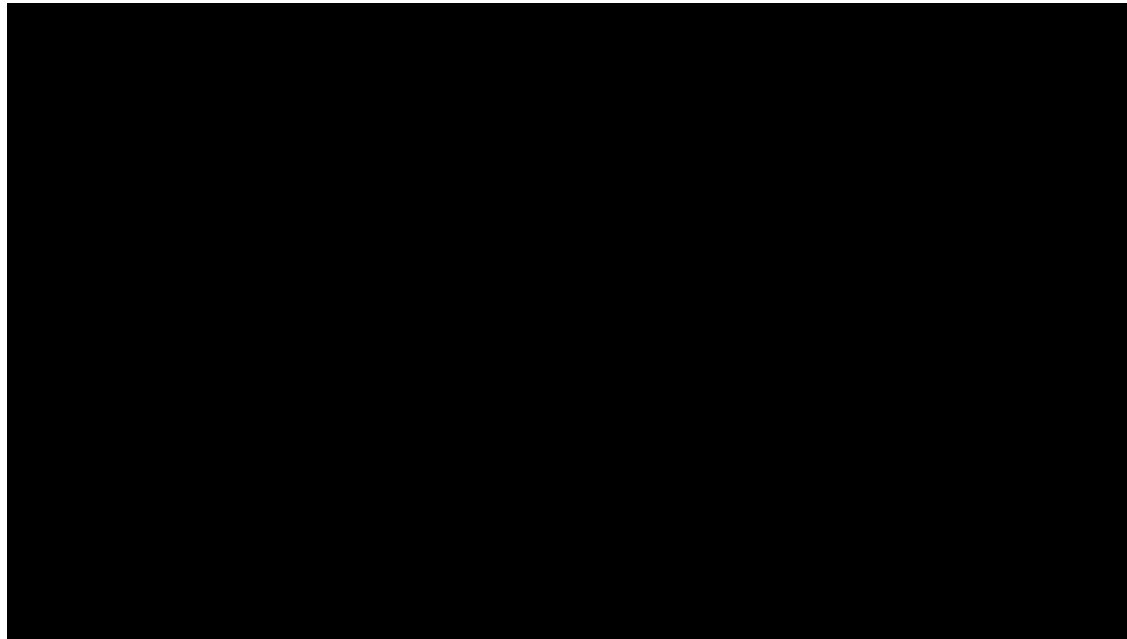
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IESF Partner / Country



2. What is a recent success you would like to share with the IESF group?



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IESF Partner / Country



3. Is there anything you would like your partners help with?

A question, a topic, something to think about or discuss together?

- We would like to know how do you approach to the potential clients (cold calls, events, referrals, expert groups in your country, being speakers in Universities, etc...).
- How often do you contact with the potential Companies to offer your services? With what excuse?.
- How we could be different from our competitors? All of us are offering the same services. No USP. We use the iSkills and bclose arguments.

00.00
min



05.00
min



Ganci Partners – IESF Switzerland



GANCI PARTNERS



Key facts and figures as of Dec 2021:

- Among the top 10 retainer executive search firms in Switzerland
 - Celebrating 10 years in 2022 (foundation 2012)
 - National presence: offices in Geneva, Lausanne, Bern and Zürich
 - 30 employee of which 10 equity partners within 2 companies
 - 7'600'000 CHF/EUR turnover (+44% YOY), EBIT 35%
 - 191 assignments (+66%)
 - In 2022, «*from good to great*». Lower growth ratio and higher investments in training and structure
-

GANCI PARTNERS

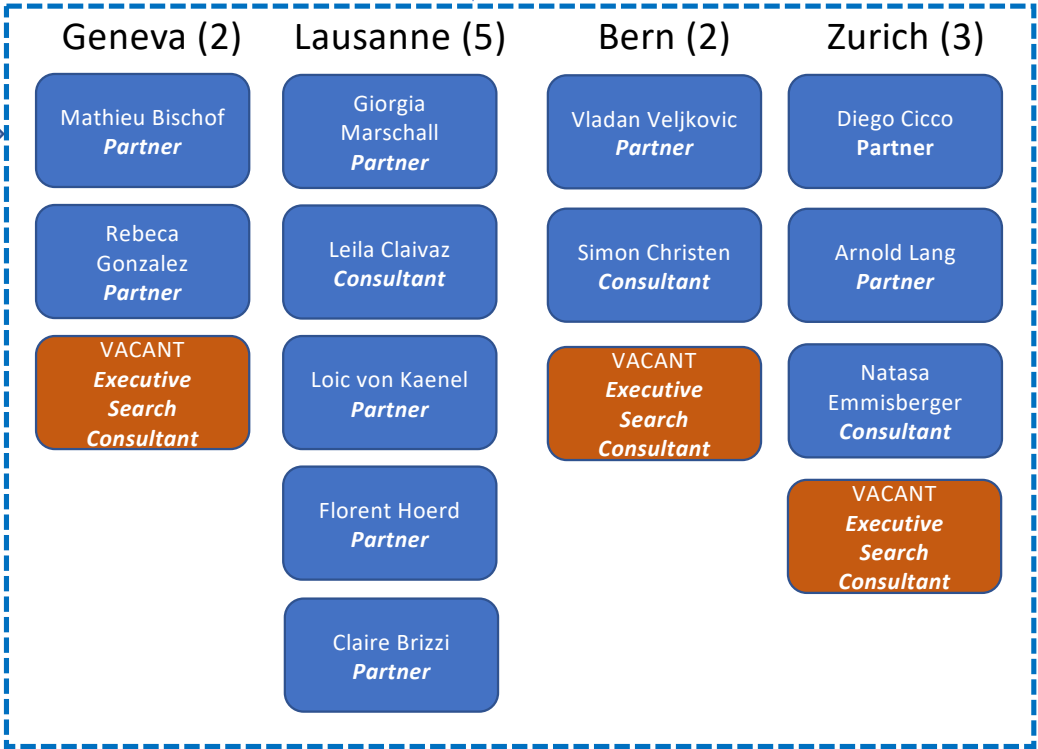
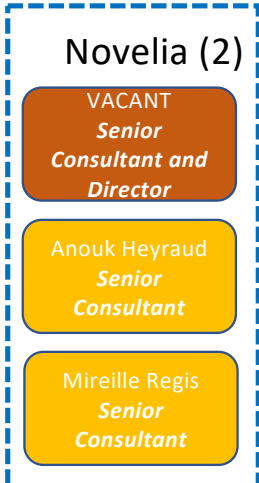
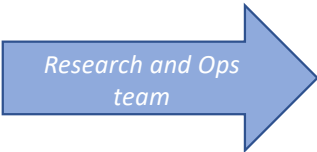
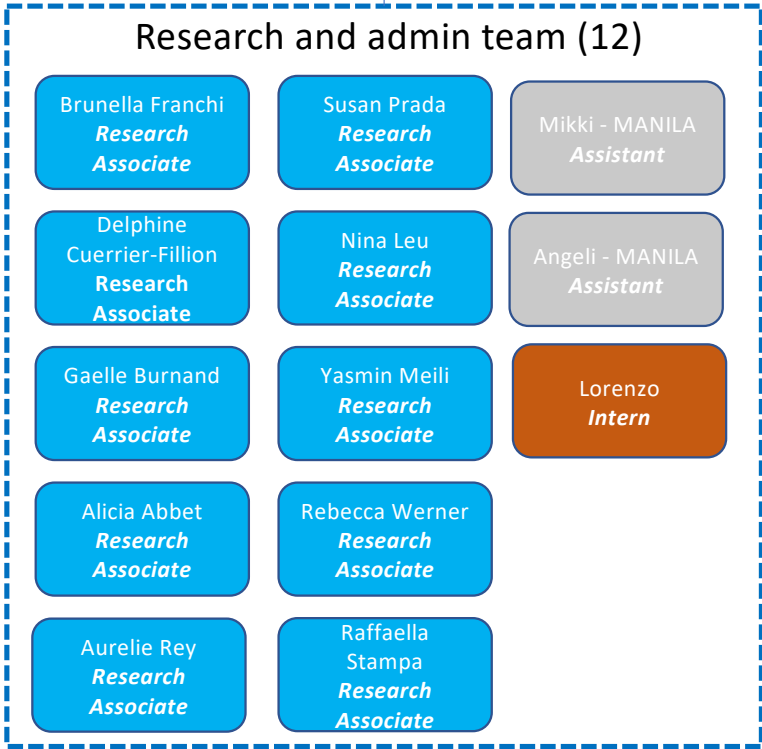
Vincenzo Ganci, Pascal Gueissaz, Loic von Kaenel
Board of Directors

Ralf Büsser
Head of Ops and
Consultant

Vincenzo Ganci
Managing
Director /Partner

Stephanie Pantet
Head of HR

- Sourcing/Ops/HR: 15
- Front: 13
- Novelia Assessments: 2
- Total: 30
- Ganci Partners: 28
- Novelia: 2





Key figures 2022 GP

- Q1 turnover: 2'200'000 CHF (8'400'000 CHF/year)
 - Average costs: 450'000 CHF/month (5'400'000 CHF/year)
 - Current EBIT: 35%
 - Mandate intaking: 16 per months
 - Average fee: 45'500 CHF (placement fee Ytd)
 - Average salary: 190'000 CHF/year (42 yo)
 - Gender diversity indicator: 32%
-



How is your local market/economy developing after the pandemic?

- Very low unemployment ratio (2,6%)
 - Relatively low inflation but increase in salary level
 - Candidate driven job market
 - Increase of job ads in 2021 (compared to 2020): +41%
 - War for talents. We experience an increasing number of offers refused within our recruitment processes
-



Ganci Partners – IESF Switzerland



GANCI PARTNERS



What is a recent success you would like to share with the IESF group?

- Zurich office registered its best results for 3 months in a row in 2022 (after 3 year existence)
 - As we gained market shares during the pandemic (almost any dismissal in 2020), we have been faster than other firms in getting new market shares in 2021
 - Powerful newsletter and event campaign. Over 5'000 LinkedIn followers and 40'000 weekly readers
 - First cross border IESF cooperation with Italy, Romania, Poland, France, Spain, Portugal
-

1. How is your local market/economy developing after the pandemic?

- ✓ In the post-pandemic world, a risk aversion mindset in many candidates has been created and they care more about value-oriented offers, flexible benefits and remote working possibilities.
- ✓ High and persistent inflation in Turkey will also be one of the main macroeconomic challenges in the medium-term.
- ✓ Despite all these challenges, our business regained its momentum since October 2021 and we have been generating more business, both with existing and new clients.
- ✓ Technology and ecommerce are the 2 sectors with remarkable growth and talent needs

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2. What is a recent success you would like to share with the IESF group?

✓ We have managed to acquire two new giant clients in retail industry:

❖ Mavi Jeans



❖ Defacto



both with presence in over 30 countries. We won over 8 new assignments per each and successfully closed the projects with high satisfaction. Due to this high satisfaction and good relationship management, they request to work on new projects and we see them as our business partners instead of clients.

✓ We grew both in number of consultants and turnover in TL

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3. Is there anything you would like your partners help with?
A question, a topic, something to think about or discuss together?

- ✓ We hope to collaborate with our IESF Partners on cross-functional assignments. As we actively work with clients with global presence,
- ✓ We plan to expand our business to one of neighboring countries; Greece since we have a consultant worked for the market in LinkedIn times (Executive Account Director) and have business network and speaks Greek
- ✓ Talented people in Turkey are very open for opportunities especially in European countries so can cooperate with the partners when Turkish people can also be an alternative both for remote and on-site positions especially at technology

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IESF

Coffee Break
20 minutes



IESF

Marketing
Kirsten

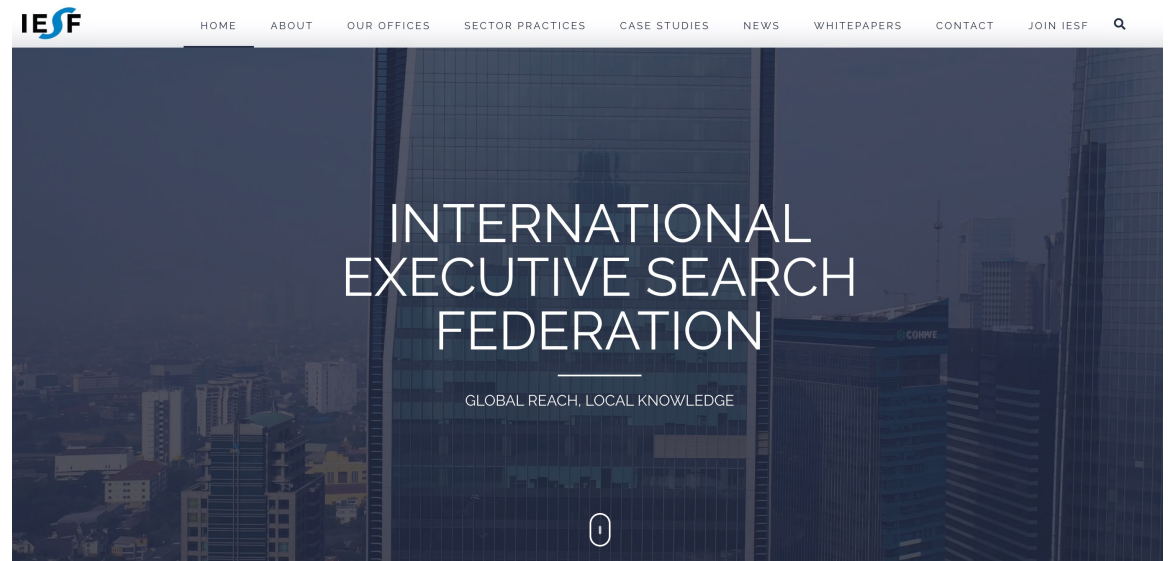
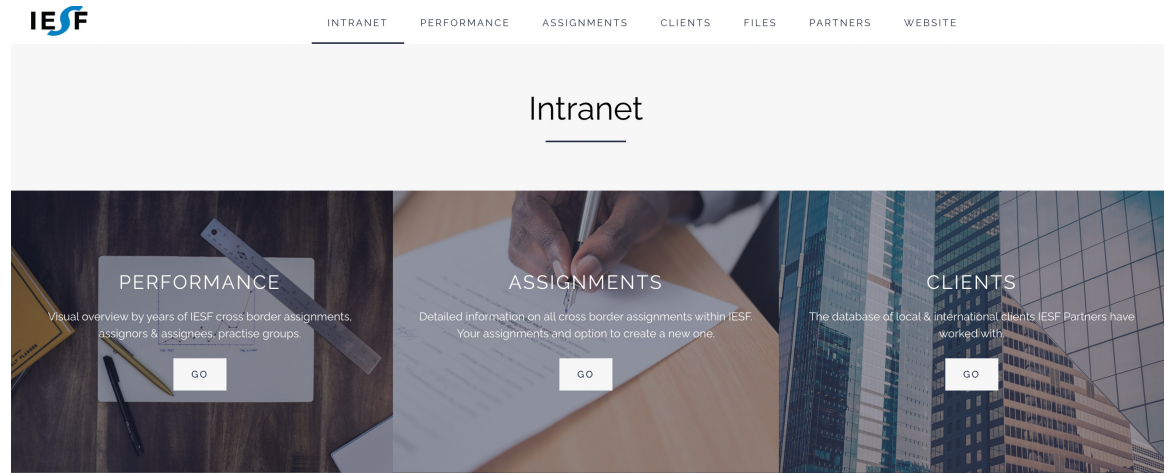
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Content

1. Marketing facts & figures
 2. Results 2022 so far
 3. Marketing learnings past 6 months
 4. IESF 20th anniversary
 5. Marketing Calendar & Partner engagement
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But before we start, have you seen the new IESF website & intranet?



Marketing Facts & Figures

1. Facts & figures

2. Results 2022 so far

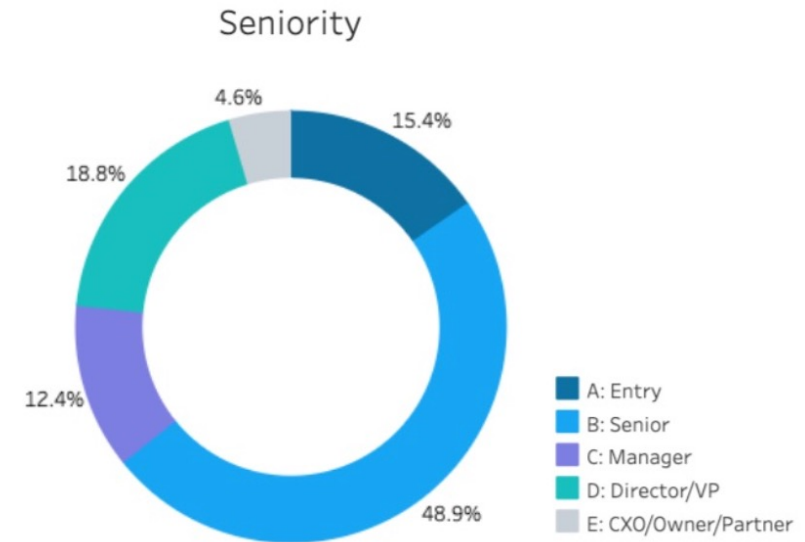
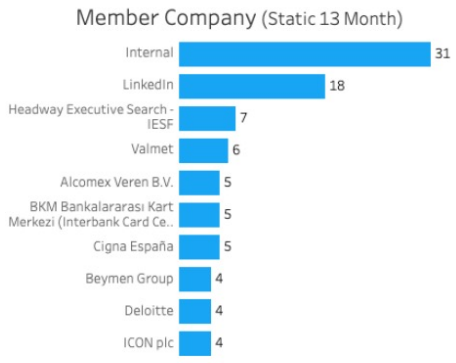
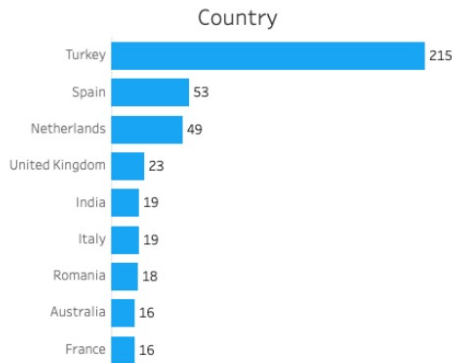
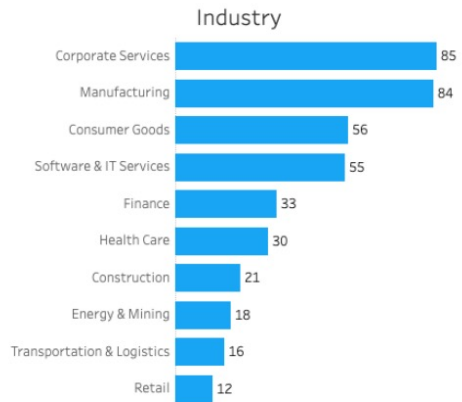
3. Marketing learnings

4. IESF 20th anniversary

5. Marketing Calendar & Partner engagement

- Number of publications 2021: 28
- Number of publications 2022 so far: 14
- Number of followers Linked In Company Page from 2517 to 2976
- Engagement: average still 5 %
- Shares (30 average per post) & Clicks (154 average per post) went up extremely

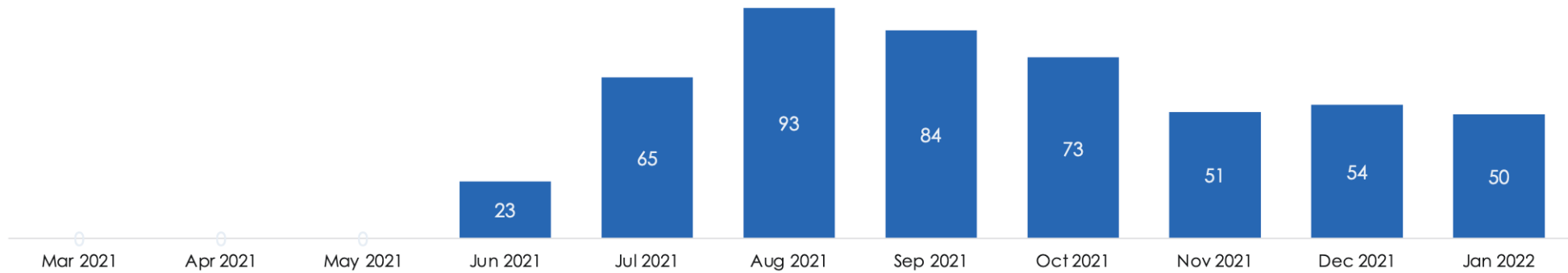
Your Company Page traffic reporting



You increased engagement

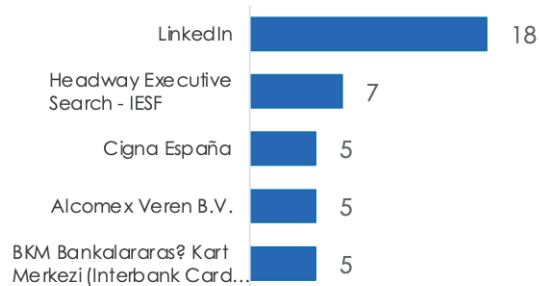
You educated them about your organization through your LinkedIn Career Page

Jobs and Life Pages Total Views



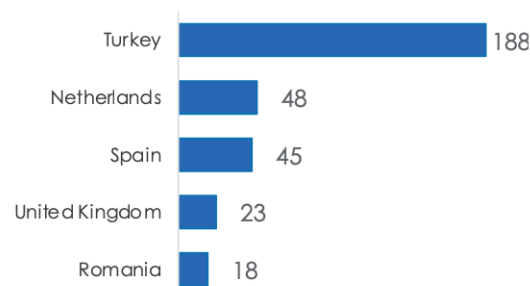
1

Top Companies



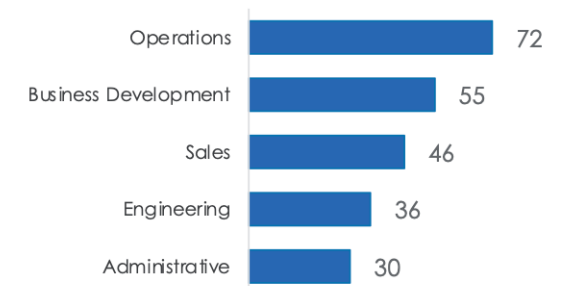
2

Top Countries

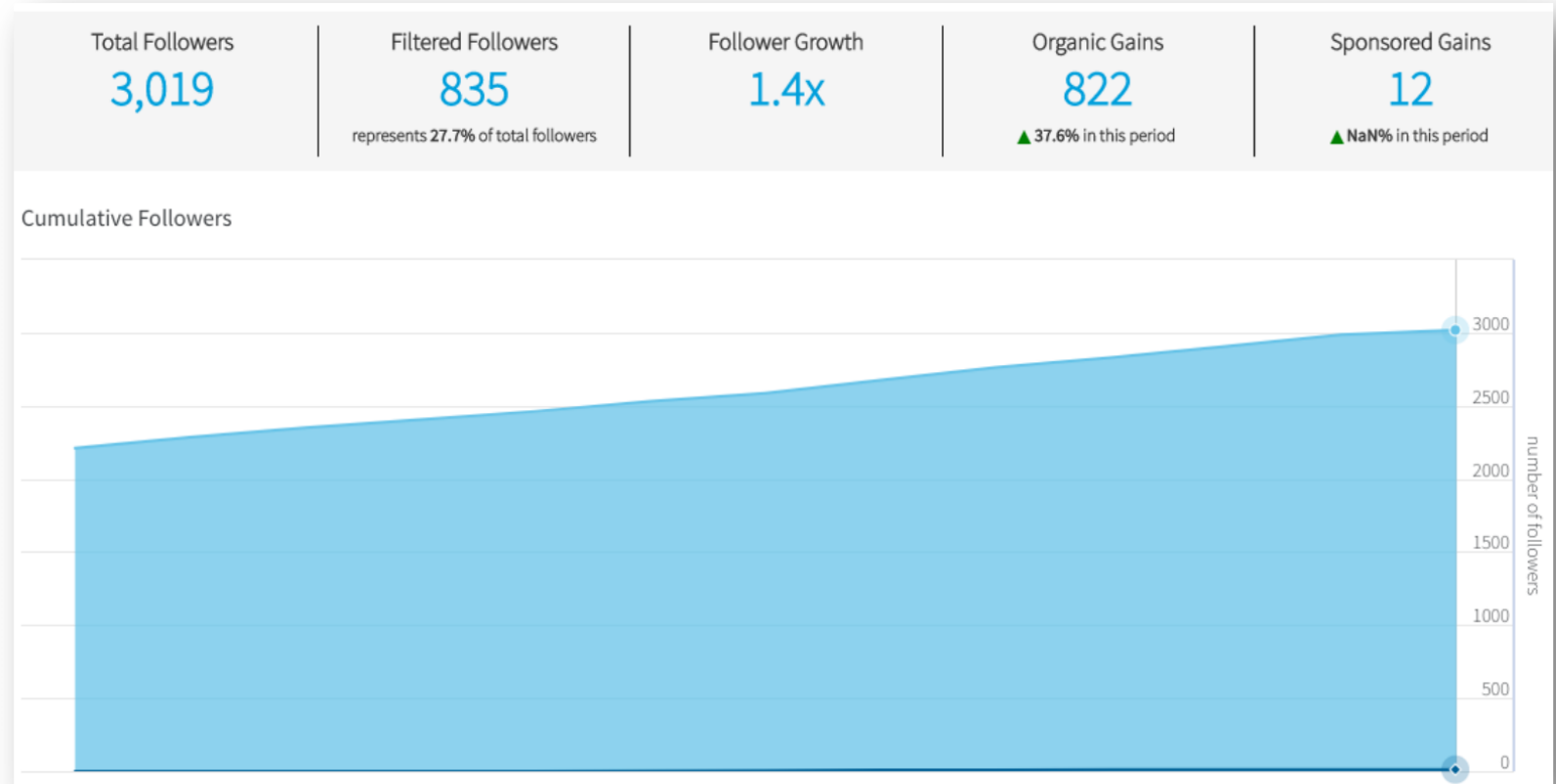


3

Top Functions



Your followers growth: +40%



IESF Marketing results so far - are we in line with our targets?

1.	Facts & figures	✓	1.	Average number of publications 3 a month, total of 36 publications in 2022 from 3 sorts: Download – IESF Insights – Case Study
2.	Results 2022 so far	✓	2.	Increase number of followers LinkedIn page with 1000 members in 2022 to 3500
3.	Marketing learnings	✓	3.	Increasing the level of clicks and shares to an average of 100 and 30 a month (both organic and sponsored)
4.	IESF 20 th anniversary	✓	4.	Increasing the engagement rates for our content between 5 and 7%
5.	Marketing Calendar & Partner engagement	✓	5.	Experiment with IESF Downloads
		✗	6.	Experiment with IESF Newsletter (6 times a year) and building audience
		✗	7.	Experiment with new media types, such as Executive Webinars and Podcasts
		✓	8.	Create awareness on IESF 20 th anniversary (2002 – 2022)

Marketing learnings past 6 months

1. Facts & figures
 2. Results 2022 so far
 3. **Marketing learnings**
 4. IESF 20th anniversary
 5. Marketing Calendar & Partner engagement
- ✓ **Frequent posts** from various sorts (3/4 own posts a months seems sufficient)
 - ✓ Both **organic** (1) & **sponsored** (2) – we really need the combination
 - ✓ Sponsoring & **Google ads** become a fixed baseline in the marketing strategy to generate more online visits & engagement
 - ✓ LinkedIn company page seems to pay off – contract renewed for 2022 / 2023
 - ✓ Most attractive posts are: interactive & personal ones, **client cases**, or **expert articles on leadership topics**
 - It's a long-term strategy

IESF 20th anniversary

1. Facts & figures
2. Results 2022 so far
3. Marketing learnings
4. [IESF 20th anniversary](#)
5. Marketing Calendar & Partner engagement

1. **IESF corporate Theme video**
 - first edit as 20th anniversary but also easy to use afterwards
2. **Anniversary article & Magazine about 20 years IESF** (digital)
3. **IESF Research: 20 years in Executive Search** combined with **Press Release & IESF Webinar** for clients worldwide
4. **IESF Partner Spotlight Cards** on Linked In (already active)
5. **Anniversary at the AGM** in Peru.
6. New **professional photoshoot** with all the partners showing our growing international network at the AGM in Peru.
7. **20th Anniversary Awards** with special editions

Marketing Calendar 2022 & Partner Engagement

1. Facts & figures
2. Results 2022 so far
3. Marketing learnings
4. IESF 20th anniversary
5. [Marketing Calendar & Partner engagement](#)

- Share your ideas
- Share your existing content
- Share your local business media titles
- Share & Like IESF updates with your network

- We have a global marketing calendar, monitored by Kirsten
- I contact each partner upfront if your content is coming up but:

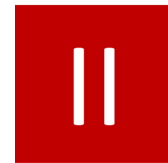
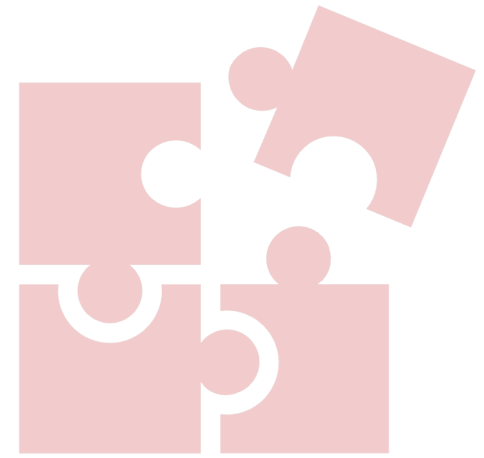
- [The number of publications is hard to keep up with without the input from our IESF partners](#)



Any comments or suggestions?

”Biases in Executive Search”

Pia Torreck, Equity partner



Ingvar Jensen Partners



Do we – headhunters -
know what good looks
like?

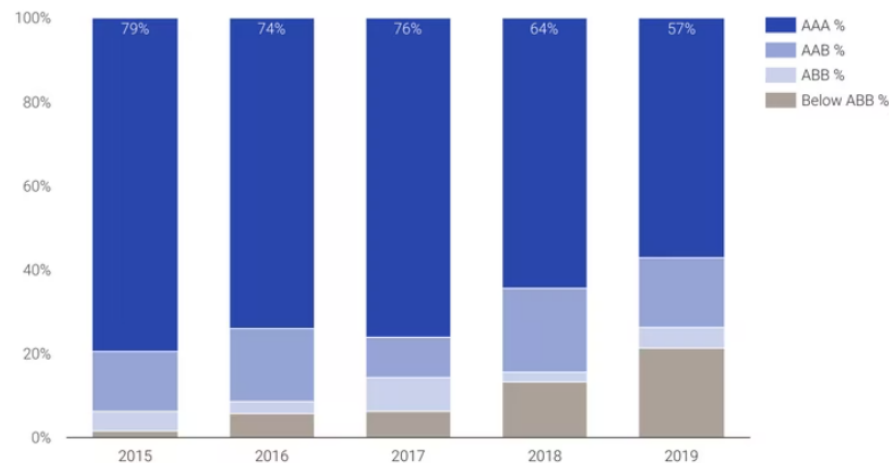
Can we predict who will perform in the job?

Are we biased?

IESF

Data-smart recruiters aren't looking at your A Levels anyway

Percentage of trainees by Top A-level Grades
Last 5 Intake Years



Law firms are getting better at analyzing the HR data and taking the long view on what high-performing lawyers really have in common.

Performance at school/college is related to performance at university, but isn't a good predictor of performance in the workplace.

<https://www.thelawyer.com/do-a-levels-predict-highest-performing-lawyers/>

Confidence does not
predict excellent leadership

Our inability to distinguish
between confidence and competence



<https://www.youtube.com/watch?v=zeAEFEXvcBg>

Why do so many incompetent men become leaders? | Tomas Chamorro-Premuzic |
TEDxUniversityofNevada

What good leaders look like

- Source: Why do so many incompetent men become leaders

Aspect of leadership	Common perception	Evidence based view
Definition of leader	Person in charge or with power	Person who builds a winning team
Goal of leader	Got to the top, be succesful	Help the team outperform rivals
Leaders' performance	Equals leaders career success	Depends on teams' performance
Subordinates' roles	Help the leader succeed	Unite in the pursuite of shared goal
Key leader attributes	Confidence and charisma	Competence and integrity

Applicants with other ethnic backgrounds must submit 52 percent more job applications to be invited for job interview.

- Source: The Danish newspaper Politiken, 9th December 2016 and <https://bss.au.dk/om-aarhus-bss/nyheder/vis/artikel/peter-kommer-lettere-til-jobsamtale-end-ali>



RYAN O'MALLEY
CONTENT CREATOR



EDUCATION :

- SCHOOL NAME 2008 - 2012**
Galliam est omnis divisa in partes tres, unam incolunt Belgae, aliam Aquitani, tertia qui ipsorum lingua Celtae nostra Galli appellantur. Lorem ipsum dolor sit amen.
- SCHOOL NAME 2012 - 2016**
Galliam est omnis divisa in partes tres, unam incolunt Belgae, aliam Aquitani, tertia qui ipsorum lingua Celtae nostra Galli appellantur. Lorem ipsum dolor sit amen.

WORK EXPERIENCE :

- SEPTEMBER 10 2017 - SEPTEMBER 10 2018**
Galliam est omnis divisa in partes tres, unam incolunt Belgae, aliam Aquitani, tertia qui ipsorum lingua Celtae nostra Galli appellantur. Lorem ipsum dolor sit amen.
- SEPTEMBER 11 2018 - SEPTEMBER 11 2019**
Galliam est omnis divisa in partes tres, unam incolunt Belgae, aliam Aquitani, tertia qui ipsorum lingua Celtae nostra Galli appellantur. Lorem ipsum dolor sit amen.
- SEPTEMBER 12 2019 - SEPTEMBER 12 2020**
Galliam est omnis divisa in partes tres, unam incolunt Belgae, aliam Aquitani, tertia qui ipsorum lingua Celtae nostra Galli appellantur. Lorem ipsum dolor sit amen.
- SEPTEMBER 13 2020 - SEPTEMBER 14 2021**
Galliam est omnis divisa in partes tres, unam incolunt Belgae, aliam Aquitani, tertia qui ipsorum lingua Celtae nostra Galli appellantur. Lorem ipsum dolor sit amen.

ABOUT ME :

Galliam est omnis divisa in partes tres, unam incolunt Belgae, aliam Aquitani, tertia qui ipsorum lingua Celtae nostra Galli appellantur. Lorem ipsum dolor sit amen. Galliam est omnis divisa in partes tres, unam incolunt Belgae, aliam Aquitani, tertia qui ipsorum lingua Celtae nostra Galli appellantur.

CONTACT INFORMATION :

- +033 123 456 789
- envelope@gmail.com
- 123 Main Street, City, State, insert your address here

f i t @ryanomalley

Jennifer vs John

More competent
More potential
Wanted to hire him
Recommended higher pay
Wanted to mentor him



Ingvarsdens Partners

2012, Dr. Corinne Moss-Racusin, USA
2015, Hans and Hanna – Gaustad & Raknes, N
2018, Martin and Maria – Louise Sloth i DK

Heidi and Howard

A story about a boss – same story

Half the audience – the boss was ‘Heidi’

Half the audience – the boss was ‘Howard’

They liked Howard better

They wanted to work for Howard not Heidi

They said Howard is nicer

They said Heidi is egoistic

2003 - eksperiment

Lean In (2013) Cheryl Sandberg



<https://www.youtube.com/watch?v=18uDutylDa4>
Why we have too few women leaders | Sheryl Sandberg
2010, COO Facebook

Male top executives who talk more than their peers, are considered more competent, while female top executives who do the same are considered less competent.

Brescoll, Victoria L. (2012): Who Takes the Floor and Why – Gender, Power, and Volubility in Organizations. | *Administrative Science Quarterly*, 56(4), 622-641.
Link: <http://journals.sagepub.com/doi/abs/10.1177/0001839212439994>.

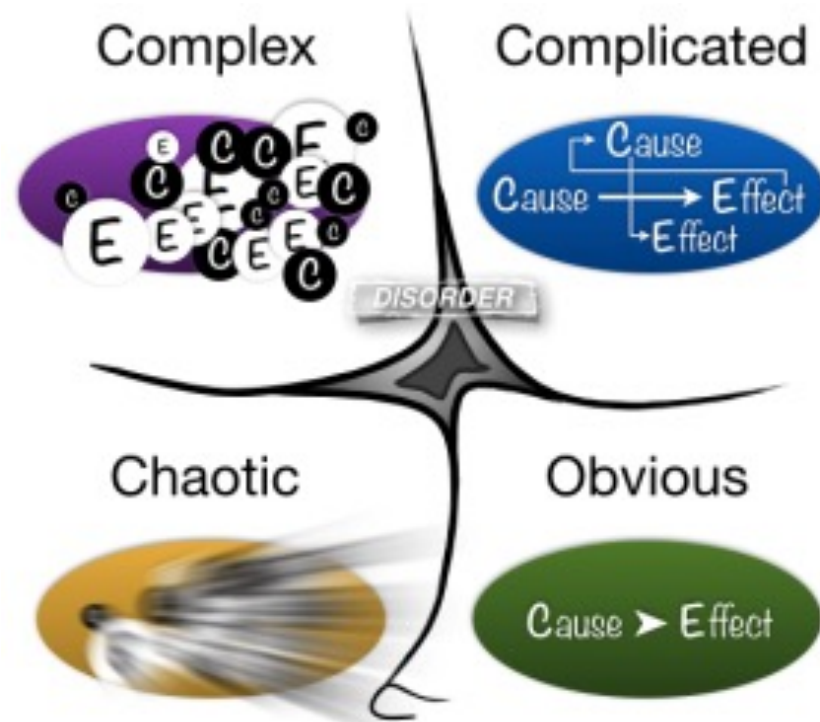


Ingvaridsen Partners


Better Decisions

Divergent thinking, openness to experience, and mind wandering are needed to produce many original ideas, but unless they are followed by convergent thinking, expertise, and effective project management, those ideas will never become actual innovations.

So, we need more divergent teams to innovate, but more convergent teams to execute.



Cynefin Framework, 1999, Dave Snowden



We respond in a split second
without using the conscious,
rational and reflective
system of the brain.

Daniel Kahneman

90-99% of our decisions are made in the unconscious system of our brain, which is governed by instincts, emotions, recognizability, similarities, past experiences, stereotypes and many other mental shortcuts.



This is called *"unconscious biases"*



|| Ingvarsdén Partners



S_o_p

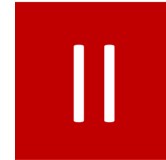


Daniel Kahneman

Our behavior and decisions are governed by what anthropologists call the "tribal mentality."

People who deviate from the implicit norms of how to "behave" make us insecure.

It happens in the unconscious brain system, so we are rarely aware of it in the conscious system. But while it is useful to look for similarities and do as we usually do in a "survival perspective" (anthropologically and biologically), it leads to bad decisions in our workplaces - for example, when we unconsciously and automatically assume that a leader is a man.




Ingvaraldsen Partners




19-150 different biases

19* social biases


Forer effect / Barnum effect
The tendency to give high accuracy ratings to descriptions of their personality that supposedly are tailored specifically for them, but are in fact vague and general enough to apply to a wide range of people.
(For example, horoscopes.)




Ingroup bias
The tendency for people to give preferential treatment to others they perceive to be members of their own groups.




Self-fulfilling prophecy
The tendency to engage in behaviors that either result which will (consciously or not) confirm a existing attitudes.




Halo effect
The tendency for a person's positive or negative traits to "spill over" from one area of their personality to another in others' perceptions of them (see also: physical attractiveness stereotype).




Ultimate attribution error
Similar to the fundamental attribution error, in this error a person is likely to make an internal attribution to an entire group instead of the individuals within the group.




False consensus effect
The tendency for people to overestimate the degree to which others agree with them.




Self-serving bias / Behavioral confirmation effect
The tendency to claim more responsibility for successes than failures. It may also manifest itself as a tendency for people to evaluate ambiguous information in a way beneficial to their interests (see also: group-serving bias).




Notational bias
A form of cultural bias in which the relational conventions of recording data biases the appearance of that data toward (or away from) the system upon which the notational scheme is based.



Egocentric bias
Occurs when people claim more responsibility for themselves for the results of a joint action than an outside observer would.




Just-world phenomenon
The tendency for people to believe that the world is just and therefore people "get what they deserve."




19* social biases


Dunning-Kruger / Superiority Bias
Overestimating one's own abilities, and underestimating one's own abilities, relative to other people. Also known as Superiority bias (also known as "Lake Wobegon effect", "better-than-average effect", "superiority bias", or Dunning-Kruger effect).




System justification effect / Status Quo Bias
The tendency to defend and bolster the status quo. Existing social, economic, and political arrangements tend to be preferred, and alternatives disparaged sometimes even at the expense of individual and collective self-interest. (See also: status quo bias.)




Illusion of asymmetric insight
People perceive their knowledge of their peers to surpass their peers' knowledge of them.




Illusion of transparency
People overestimate others' ability to know them, and they also overestimate their ability to know others.




Herd instinct
Common tendency to adopt the opinions and follow the behaviors of the majority to feel safer and to avoid conflict.




Fundamental attribution error / Actor-observer bias
The tendency for people to over-emphasize personality-based explanations for behaviors observed in others while under-emphasizing the role and power of situational influences on the same behavior (see also: actor-observer bias, group attribution error, positivity effect, and negativity effect).




Projection bias
The tendency to unconsciously assume that others share the same or similar thoughts, beliefs, values, or positions.



Outgroup homogeneity bias
Individuals see members of their own group as being relatively more varied than members of other groups.

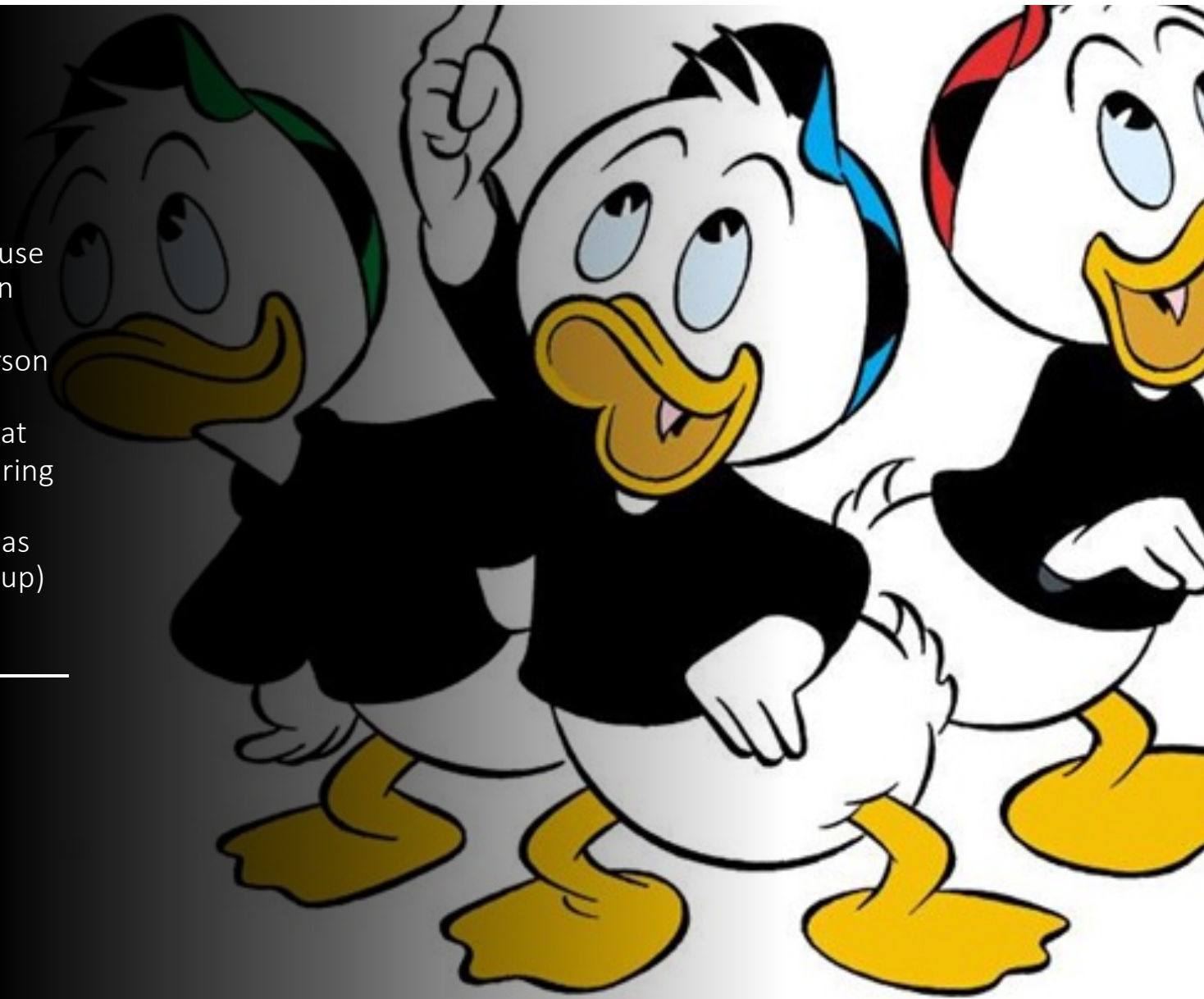


Trait ascription bias
The tendency for people to view themselves as relatively variable in terms of personality, behavior and mood while viewing others as much more predictable.



*number listed here is not an academic fact, it's simply listed to aid the memorization process.

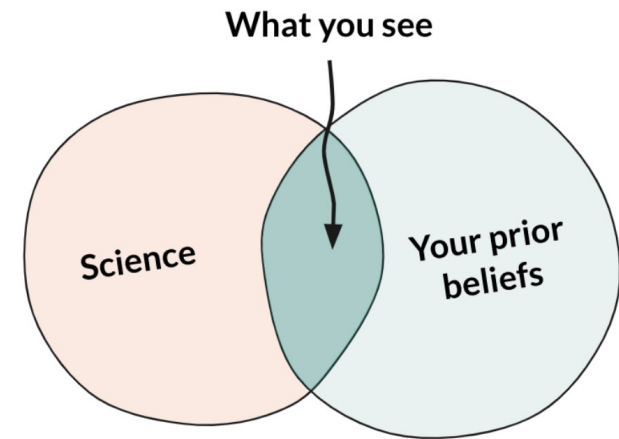
Similarity bias) occurs when you unconsciously favor a candidate because the person either evokes something in someone that you can relate to in particular - or simply because the person looks like yourself. In a recruitment context, these biases will typically be at play if the candidate resembles the hiring manager or reminds one of a good colleague at work. This is also known as the Huey, Dewey and Louie (Rip-rap-rup) effect on the management aisles.



Confirmation bias is, the tendency to interpret new information so that it is in line with our existing, understanding and attitudes. It is an unconscious tendency to seek out information that confirms our existing perceptions - and ignore information that points to the opposite.

In other words, we are simply filtering out new information that is contrary to our existing views.

In a recruitment process, this can mean that special expectations of a candidate (positive as well as negative) will shape how the candidate is treated and what questions are asked. Eg. you may ask too few critical questions for a candidate you expect a lot from, or by ignoring personal strengths of a candidate you have low expectations of.



Ingvar Jensen Partners

Change Management Paradigms

Power game	Rational proces	Learning proces	Shared journey
Magt	Analyse	Læring	Værdier
Fremdrift	Viden og resultater	Iterativt	Allignment og mening
Resultater	Forudsigelighed	Vision	Fællesskab
"The Burning Platform"	"The Reason to Change"	"Disrupting & Agility"	"Sensemaking and Co-creation"

Change management paradigms

<https://hansvermaak.com/wp-content/uploads/Caluwe-Vermaak-Color-Test-Chapter-Shareversion.pdf>

91

Performance reviews and feedback – says more about the leader giving feedback

Marcus Buckingham

HBR.ORG **Harvard Business Review**

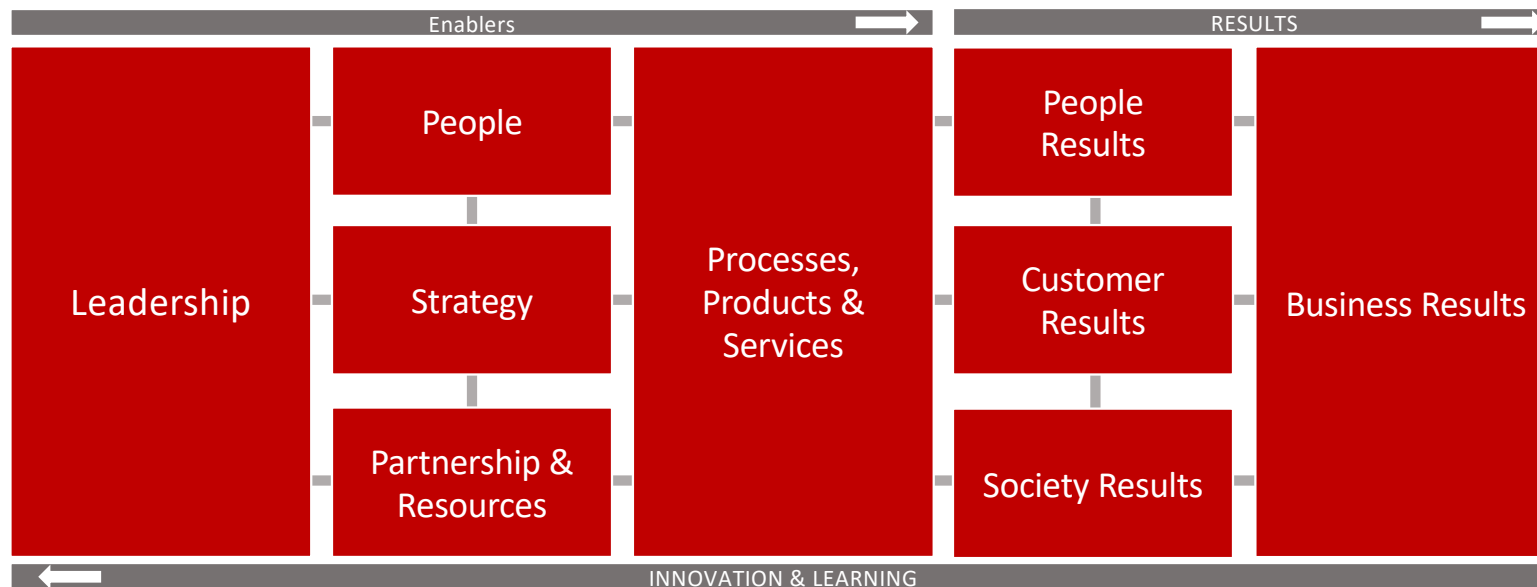
 APRIL 2015
REPRINT R15048

THE BIG IDEA


Reinventing Performance Management

How one company is rethinking peer feedback and the annual review, and trying to design a system to fuel improvement by Marcus Buckingham and Ashley Goodall

The content is provided to you courtesy of HBR. Any additional copying, printing, posting, or distribution is considered a copyright infringement.



Source: EFQM.org



One of the primary reasons employees leave their positions is that they do not feel that their skills and competencies are being put into play. If we look at women in senior positions in isolation, it is 64%, according to Barbara Anis

Barbara Anis, CEO of Gender Intelligence Group (GIG) and expert in gender, diversity and inclusive management.



Blind auditions

Audition behind a curtain
No high heels

25% more female musicians



Goldin and Rouse, 2000

Photo or not on your resume?
No name, age, university or ethnicity – when choosing the candidate?



What do you do – in order to reduce biases in your recruitment process?

What do you think clients will demand in the future?

How will Big Data and AI help/challenge?



Ingvaridsen Partners

Tell me
you are not
biased?



<https://www.youtube.com/watch?v=kqw6PEJzxJo>

Maersk, Lead the Future, Film.

6 year old students

In today's complex business environment, organizational success is more closely tied to leader performance than ever before because organizational leaders must deal with high levels of complexity in the process of communicating organizational goals and directives while simultaneously overseeing operations and communicating performance information. Given the complexity and importance of leaders to organizational success, it was surprising that very little research has focused on developing integrated predictive models of general leader performance. Such models could provide guidance for both future research and practical guidance in selecting and developing leaders. As such, this study identified several constructs believed to be influential to leader performance, including cognitive ability, personality, motivation, and leader skills, then tested the applicability of those constructs to leader outcomes using a model of general leader performance. Support was found for the relationship between cognitive ability and performance, as well as the mediating effects of leader skills to the cognitive ability to performance relationship. Theoretical and practical implications are discussed for these findings, as well as rationale for why other relationships were not detected.

Predicting leader performance: Field test of an integrated model

https://www.researchgate.net/publication/335146624_Predicting_leader_performance_Field_test_of_an_integrated_model



Lunch – let's start again in the
meeting room at

01:30 PM



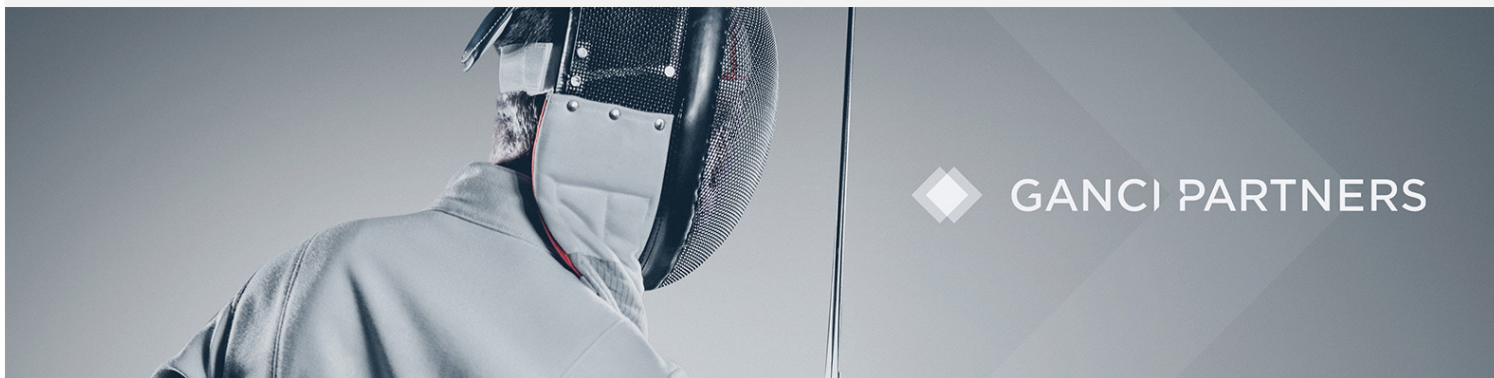
Research Optimization

Vincenzo / Gertjan

Open Discussion

Organization Research Team

Vincenzo Ganci



April 2022



Strategic Actions to keep Employees Motivated and Focused are Key for Employees to remain Employed and fully Productive for the Benefit of the Organization.

Open Culture :

- Good Onboarding / Training Programm for every hire to be set up for success from the very start
- Marketable compensation and benefits
- Fun-factor: non-hierarchical communication, team events
- Flexibility (HO, pensum, further education, part-time)
- Have fun together

Define responsible for researchers / primary point of contact / Head of Researcher:

- If only let with their Consultant, the get lost in space and time
- Ensure personal development plans / develops perspectives
- Coordinates best practices, trainings, ...

Include Researchers in company development:

- Expose them to new tasks and responsibilities – let them grow, give them recognition
- Include them in meetings (client briefings, discussions, ...)
- Assign Ownerships – get them involved

◆ GANCI PARTNERS

As a small company we focus on a thoughtful and unambiguous process that everybody apply



Overall Organization

- Two Functions
 - Researcher (Associates and Senior Associates)
 - Consultants (Consultants and Partners)
- «Corporate Functions»
 - HR Admin
 - Accounting & Legal
 - Operations (Research, Processes, Technology)
- Primus inter pares / topic-leaders within teams
 - In Research Team
 - Process Owner
 - 5-star Owner
 - Internal Recruitment Owner
 - Onboarding Owner
 - Marketing Owner
 - In Consultant Team
 - Practice Group Leaders

Define clear process steps: KISS

- Clear wording
- Defined use of process steps and progress codes
- Standardized use of software tools (Invenias)
- Assign clear responsibilities
- Track & Control the correct use / application of the process



Our inhouse research team consists mostly of university people with a couple of years of experience

Research Associates

- University absolvents with 0 to 3 years of professional experience (not necessarily in recruiting industry)
- Study background in psychology, organizational psychology, business and economics, hospitality
- Responsibility: Identification, Data Entry, Reporting, part of Interviews, confidential reports

Senior Research Associate

- In addition 2-5 years of professional recruiting experience / inhouse experience
- Responsibilities: Ident Strategy (not necessarily execution), phone interview, interviews, confidential reports, client interaction to some degree

Research Assistants function

- Students / Interns: mainly help with office management, data entries, reporting

Engagement Manager function

- For very talented seniors: opportunity to bridge the gap between Senior and Consultant
- Lead mandates on their own; consultants only passively in mandate; no acquisition target



We focus on as few tools as possible and see that they are well-integrated into the MS-office-environment to ensure efficient working from anywhere, anytime.

Office 365

- Work anywhere, anytime
- Different apps very good integrated into each other
- Use of Outlook, Teams, Office, MS Planner

Invenias

- Database
- Mandate Management
- Marketing & BD Management
- Reporting
- Analytics

LinkedIn

Xing

- Minor importance; a few premium accounts for Consultants with mandates in certain industries / regions (construction, German-speaking)

◆ GANCI PARTNERS

The dependance on LinkedIn is growing and growing as it is being used as the primary tool to find, exchange and approach candidates.

Dependance on LinkedIn – no real strategy

Recruiter Accounts for Researchers

Sharing of Sourcing-Hits with Consultants through LinkedIn

Candidates that are about to be approached are being put into Invenias first



CONTACT

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Executive Search Consultant

Founder and Managing Director

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Fixe: +41 21 310 08 59

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Bern . Lausanne . Genève . Zürich

Ganci Partners SA

Rue du Lion-d'Or 2

1003 Lausanne

www.gancipartners.ch

Open Discussion: What's your success formula for Search?

- Local best practices
- Profile of the Researcher of the future
- Tips & tricks





Keynote Speaker
Morningstar
Roxana Brahasteanu

Talent Acquisition in 2022 and beyond

How corporate TA and Executive Recruiters can build long term partnerships for success

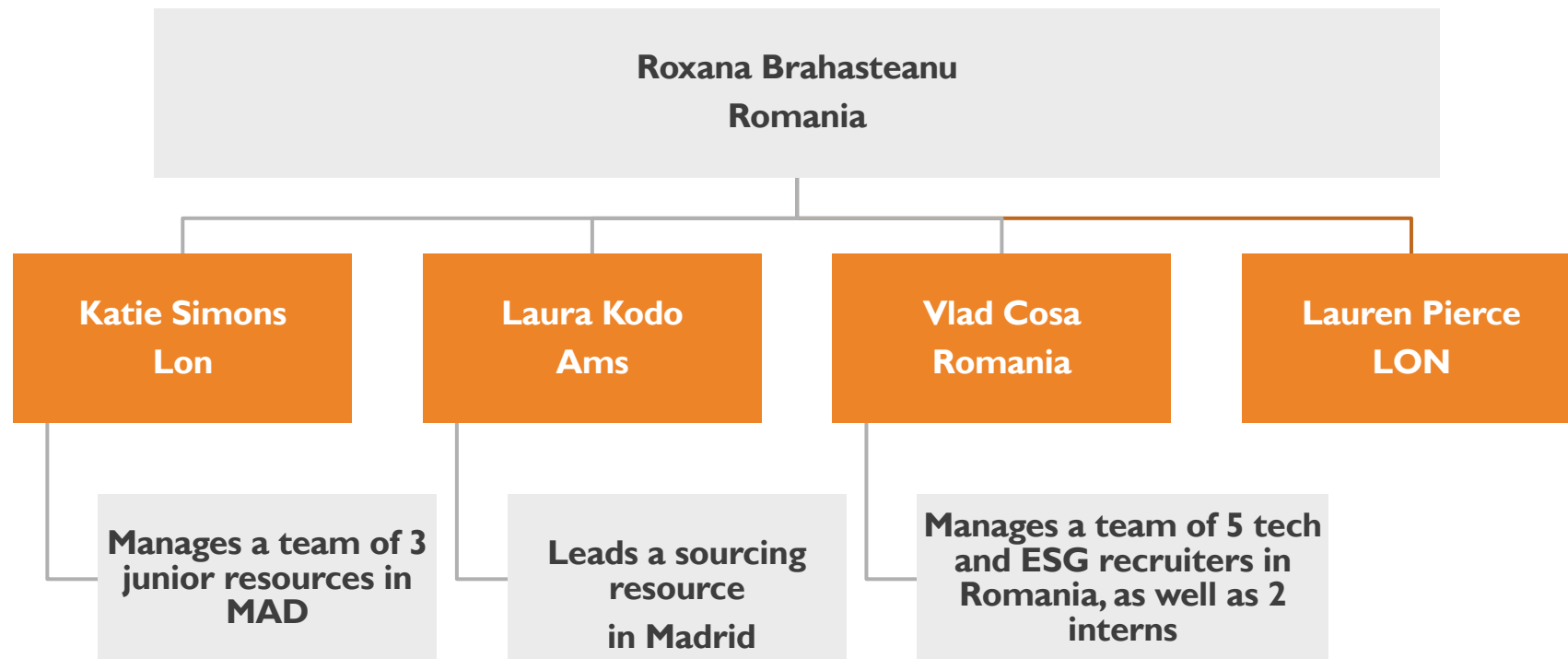
ROXANA BRAHASTEANU

TA DIRECTOR, EMEA, MORNINGSTAR

IEFS CONFERENCE COPENHAGEN

APRIL 2022

EMEA TA @ MORNINGSTAR



WHAT WE HIRE



Analytical roles

Data, Research and Equity, ESG, Manager Research, Implementation Consultants



Customer and Client Relations

Business Development, Client Advisory, Sales Operations



Product Management and Product Development

Methodology, Software Development,



Support Functions

Product Marketing, Design, Talent&Culture, Editorial

MORNINGSTAR

MORNINGSTAR

DBRS

MORNINGSTAR

SUSTAINALYTICS

CORPORATE TA & EXECUTIVE SEARCH

What does the future hold
How do we achieve success together

- **Talent landscape – today and tomorrow**
 - Fast Changing Talent Trends
 - 2022 is a continuation of post pandemic challenges
- **The Fight for Talent**
 - Highly Skilled Talent in High Demand
 - Globalization of Tech Talent
- **Diversity & Inclusion**
 - More than a tagline, a critical component of success
 - Tech Talent Diversity is a special challenge
- **Culture and Fit**
 - Hire for future satisfaction; overcome virtual barriers



TALENT LANDSCAPE

HOW DO WE RESPOND

➤ Hire fast or hire the best?

Both! agility and speed have now become the norm

➤ Can we really work one project at a time

With fast growing industries, continuous & pipeline hiring are becoming the norm

➤ Globalization of talent

Interconnectivity of the markets/collaboration across geographies, for recruiters and agencies

HOW DO WE BUILD SUCCESS FOR THE FUTURE



Hire for Culture Fit



Negotiate to Yes

Brand ambassadors

Employer image in the market

Input on competitor landscape

Strength and weaknesses

Candidate Experience

Assess Expectations Fairly

Evaluate Fit with Environment

Commitment vs volatility

Diversity

Tap into new networks

Connect across geographies

Innovation in sourcing channels

Constant Communication

Align Market and candidate info

Act as a liaison for candidate and employer

Read between the lines

Anticipate risks

Candidates chasing multiple offers

Counteroffers

Advisory Role

Onboarding feedback

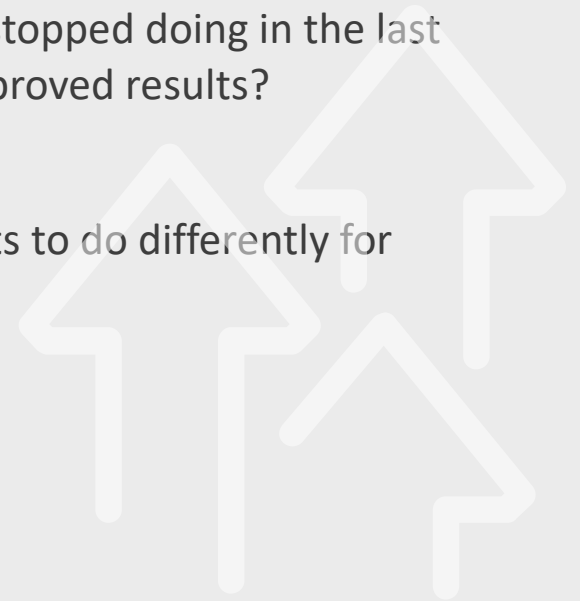
The Feedback Loop

Learn from experience



CHANGE IS THE ONLY CONSTANT

- What do you experience as the top drivers for change in your current business model?
- What are 3 things you started/stopped doing in the last two years that added value/improved results?
- What would you like your clients to do differently for better results?



SWOT ANALYSIS – THE FUTURE OF TECH TALENT

S

STRENGTHS

Working in global networks adds a leverage that agencies can tap into to increase success and grow business.

W

WEAKNESSES

With speed and globalization there is greater need for collaboration tools; shared knowledge and databases.

O

OPPORTUNITIES

Develop long term partnerships across regions; build cross functional, cross geographies candidate databases.
Transition executive search to continuous search.

T

THREATS

Market volatility is increasing; proper planning and predictability for talent evolution is very difficult; liberalization of the tech market raises logistical and legal barriers.

“The secret of our success
is that we have gone to
exceptional lengths to hire
the best people in the
world”
Steve Jobs

roxana.brahasteanu@morningstar.com

THANK YOU!



IESF

Coffee Break
20 minutes



Keynote Speaker
Founder Green Power Denmark
Mr. Mads-Ole Astrupgaard



About Green Power Denmark

Green Power Denmark
25. maj 2023



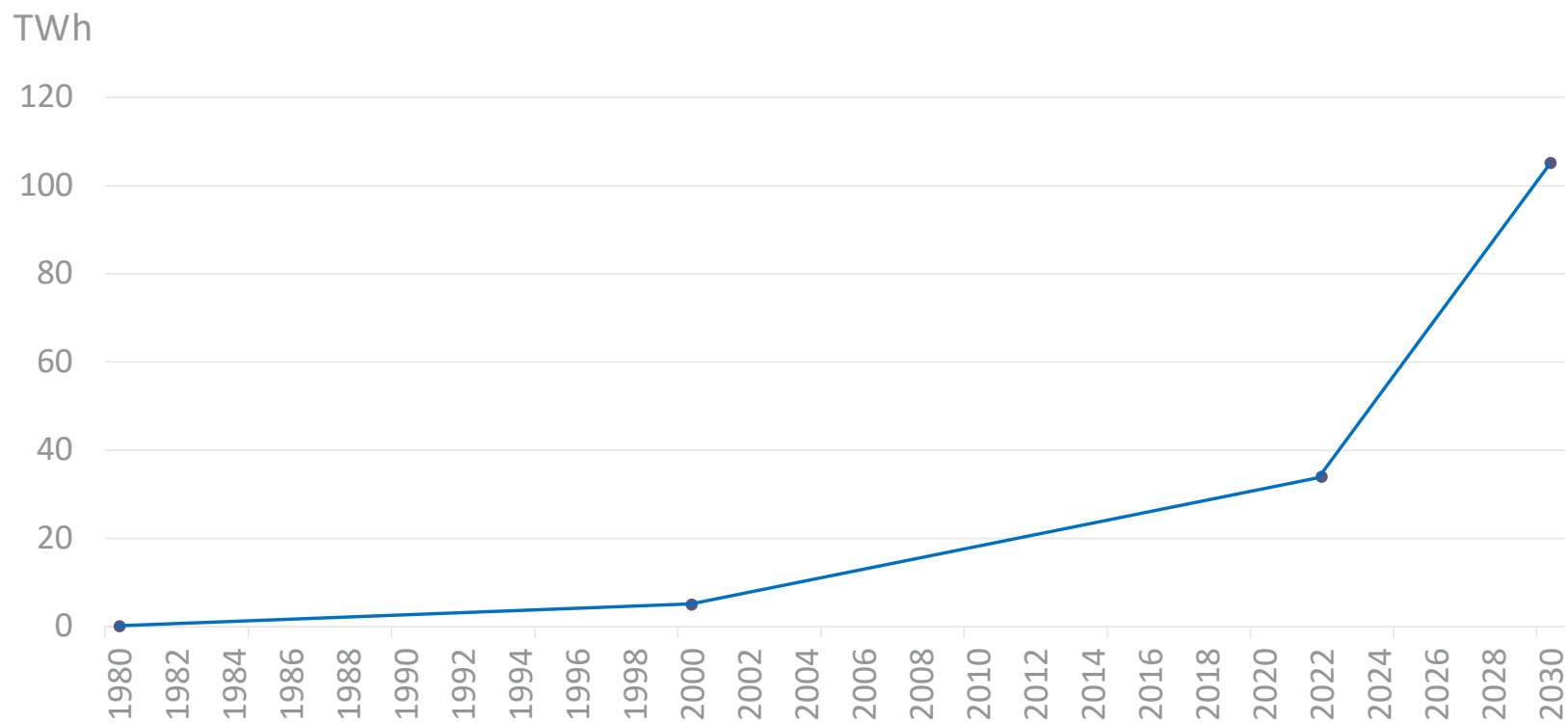


Vision and goal

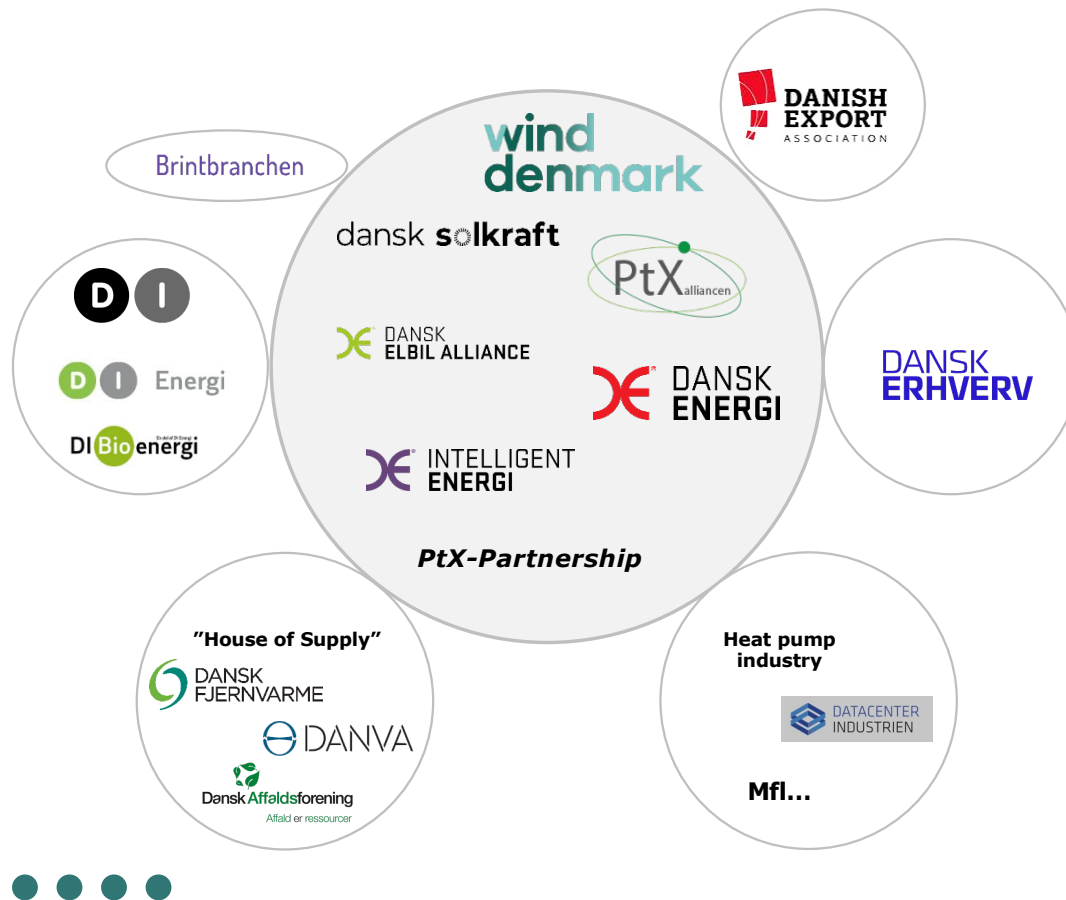
2030 - 70 % reduction

2050 - Carbon Neutral

Expected Electricity need in Denmark



Future voice of energy policy in Denmark and thus the defining voice of the sector



Future focus is green growth...

- Energy and utilities succeed in integrating and linking supply, energy and adjacent activities.
- Strong industrial players and developers succeed in accelerating the development of new technologies and scaling their businesses nationally and internationally.

... and this new organization can drive this development

- We will contribute to Denmark's position as a global pioneer country for accelerated electrification, green technology and a fossil-free future.

Denmark's new green business organization

A merger between



Green Power Denmark

- Created March 23rd 2022 after a merger between Danish Energy, Wind Denmark and Solar Power Denmark
- Represents 1,500 members, 800 guild members and 200 members of associated associations.
- Approximately 125 employees.
- Offices in Copenhagen, Aarhus and Bruxelles.
- Acts as the voice of the entire value chain from the manufacturers of a screw in a wind turbine, to smaller turbine owners, bigger producers of renewable energy and electricity trading companies that sell power to the consumers.
- Yearly 80 conferences and events.



We want to contribute to Denmark's position as a global pioneer country for accelerated electrification*, green technology and a fossil-free future

Vision

We want to contribute to Denmark's position as a global pioneer country for accelerated electrification*, green technology and a fossil-free future

Our four key issues

Electrification for a CO2-neutral Denmark

Global technology frontrunner

Market driven system integration

Social Responsibility

We fight for



Phasing out fossil fuels



Development of the Danish energy infrastructure



Development of a strong competitive Danish energy sector



Ensuring increased integration in the energy sector



Electrification of sectors in close dialogue with customers



Development and export of leading green technology and energy



Ensuring good framework conditions for development and production in Denmark



Realization of increased growth and prosperity in Denmark



Development of integrated solutions that can inspire globally

Mission

We want to create a green, integrated and competitive energy system based on direct and indirect electrification, as well as create framework conditions for global expansion, technology development, export and value creation



*Note: Electrification means both direct and indirect electrification unless otherwise stated.



How Green Power Denmark is organized

- Kristian Jensen, former Danish Finance Minister, is CEO.
- The board consist of 35 representatives.
- Chairman is Jesper Hjulmand, CEO of Anel. Vice chairman is Morten Dyrholm, SVP in Vestas Wind Systems.
- The executive committee consist of 9 people who are in regular contact with the executive board.

Facts about green energy

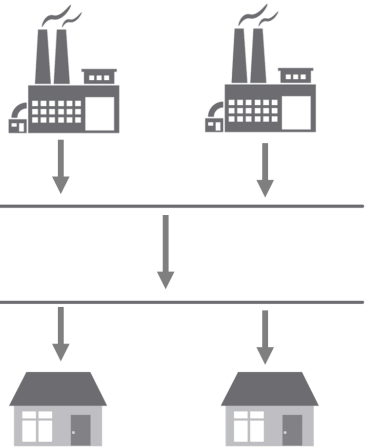
- 47 % of the Danish electricity consumption was generated by wind and solar in 2021
- Denmark exported DKK 106.7 billion in green energy technology and services in 2020.
- Today, 73,000 people are employed in the Danish energy industry.
- The Danish electricity consumption in 2021 was 33.3 TWh. A 7 % increase from 2020.
- 99.9 % of the time, Danes have power in the socket.



A new energy system that looks different

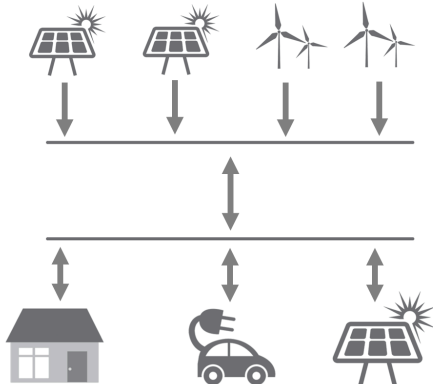
Through challenges...

THE OLD



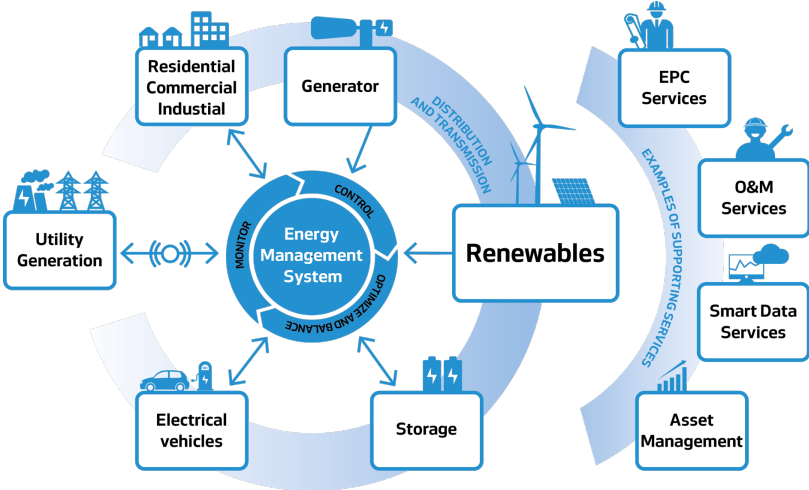
dispatchable, centralized and large-scale

THE NEW



intermittent, distributed and small scale

...possibilities are created





With a high share of RES the electricity mix and a further expansion of offshore wind is an excellent basis for PtX

Stand-alone offshore wind parks

- Two tenders for *Thor* and *Hesselø* windparks with a combined capacity of up to 2.2 GW, currently in process.
- 2GW OWF with the potential of an additional 1GW decided in the finance act 2022.

Energy island in the North Sea

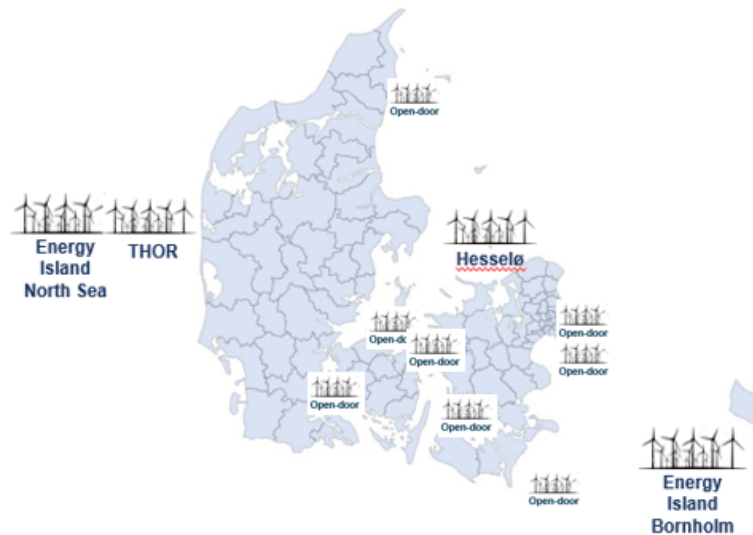
- Artificial island – 3GW to 10GW.
- Possibility of production of PtX/e-fuels on the energy island and/or landfall.

Energy island Bornholm

- Planned capacity of 2 GW offshore wind connected to DK and neighboring countries via the island Bornholm.
- Possibility of production of PtX/e-fuels on both the island of Bornholm and *Sealand* landfall.

Current open door application capacity

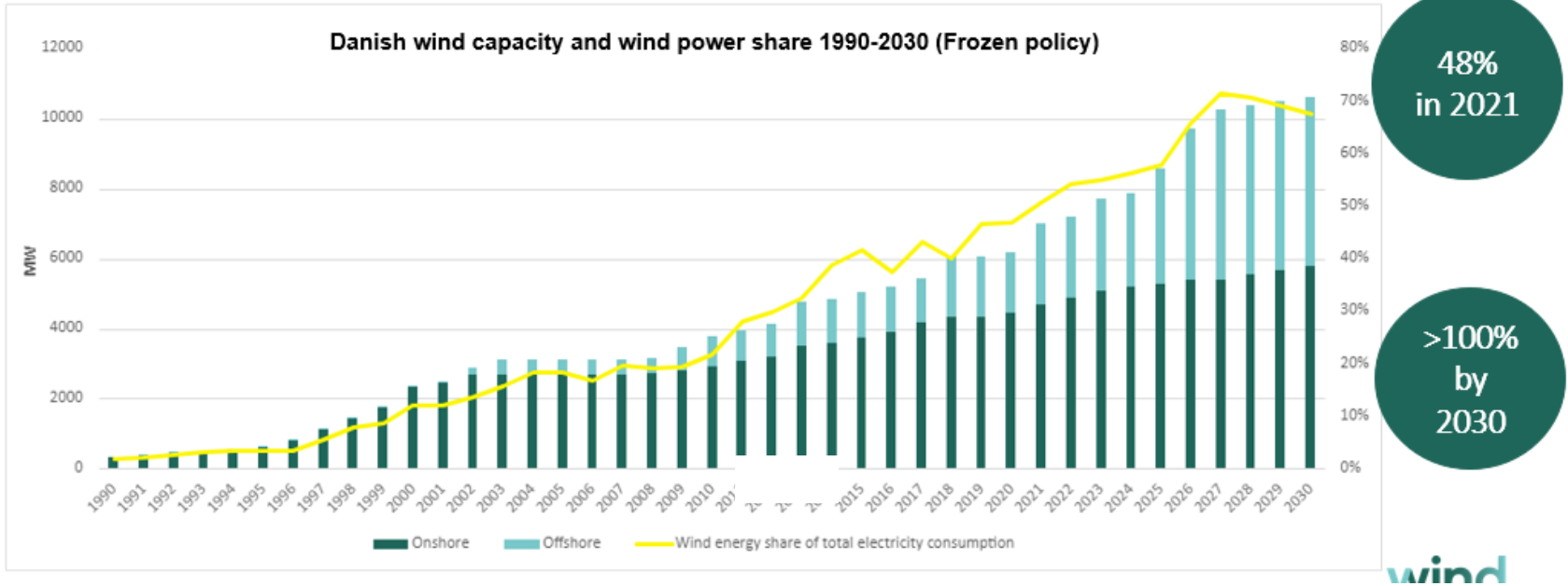
- 1.4GW – 2.1GW submitted.



Electricity mix: Wind Denmark based on historical data and Frozen policy assumptions 2021

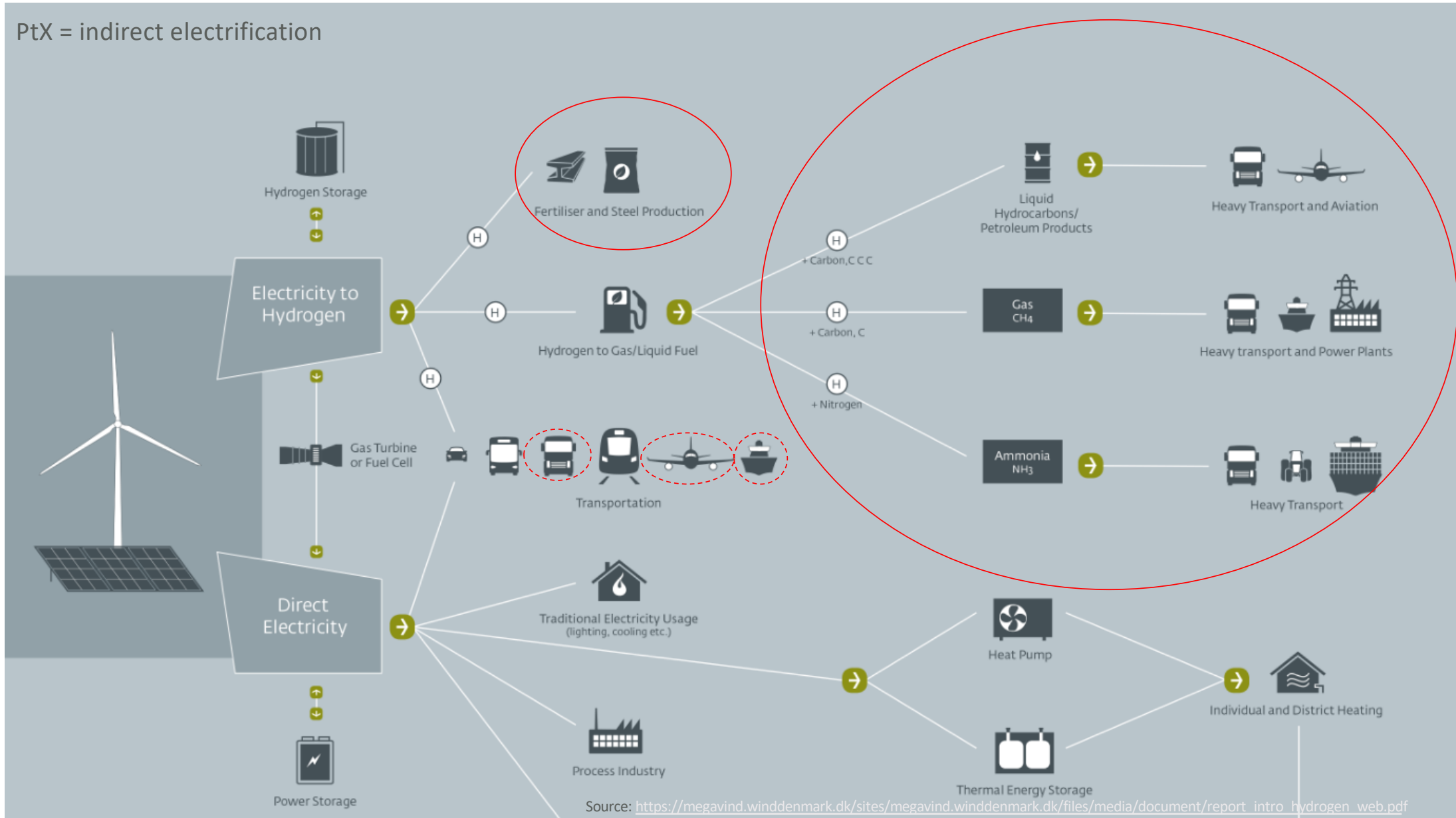


With a high share of RES the electricity mix and a further expansion of offshore wind is an excellent basis for PtX



Electricity mix: Wind Denmark based on historical data and Frozen policy assumptions 2021

PtX = indirect electrification

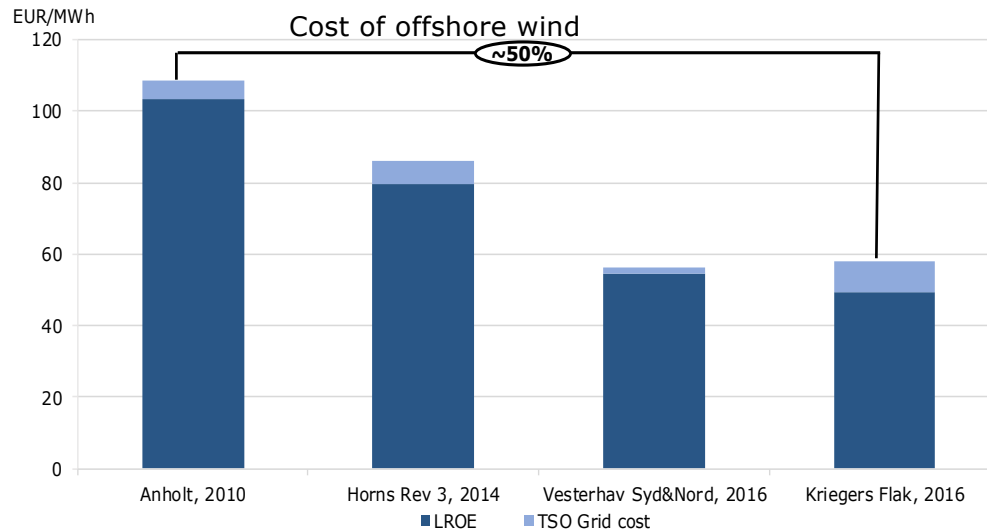
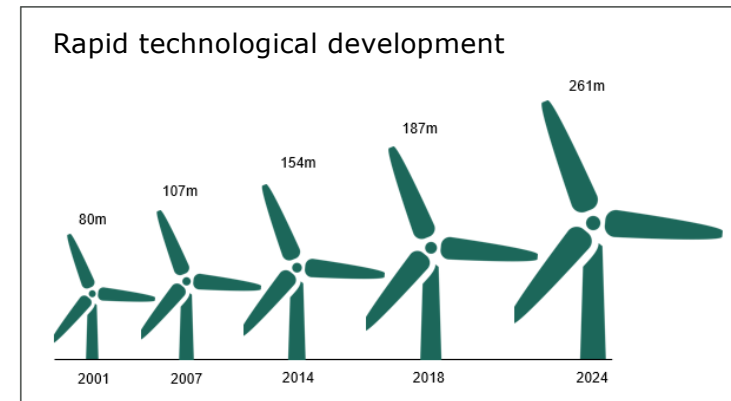


Source: https://megavind.winddenmark.dk/sites/megavind.winddenmark.dk/files/media/document/report_intro_hydrogen_web.pdf

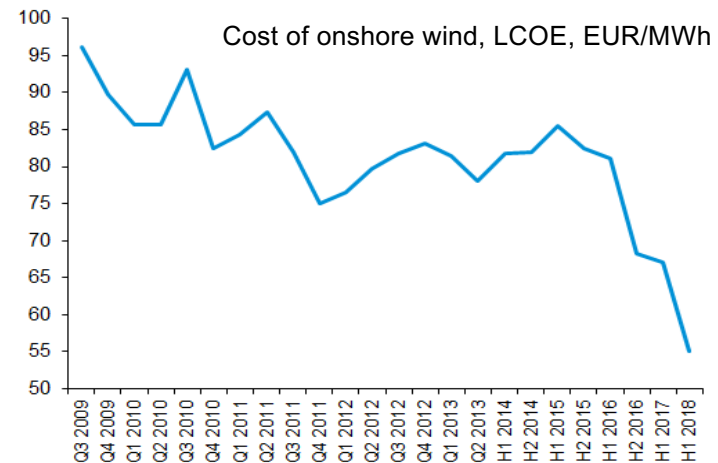
The price reduction of wind power

Wind power has seen large price reductions in the last couple of years. The main keys to this development are:

- W Bigger wind turbines
- W Market volume, industrialization and scale
- W Intensified competition in successful tenders



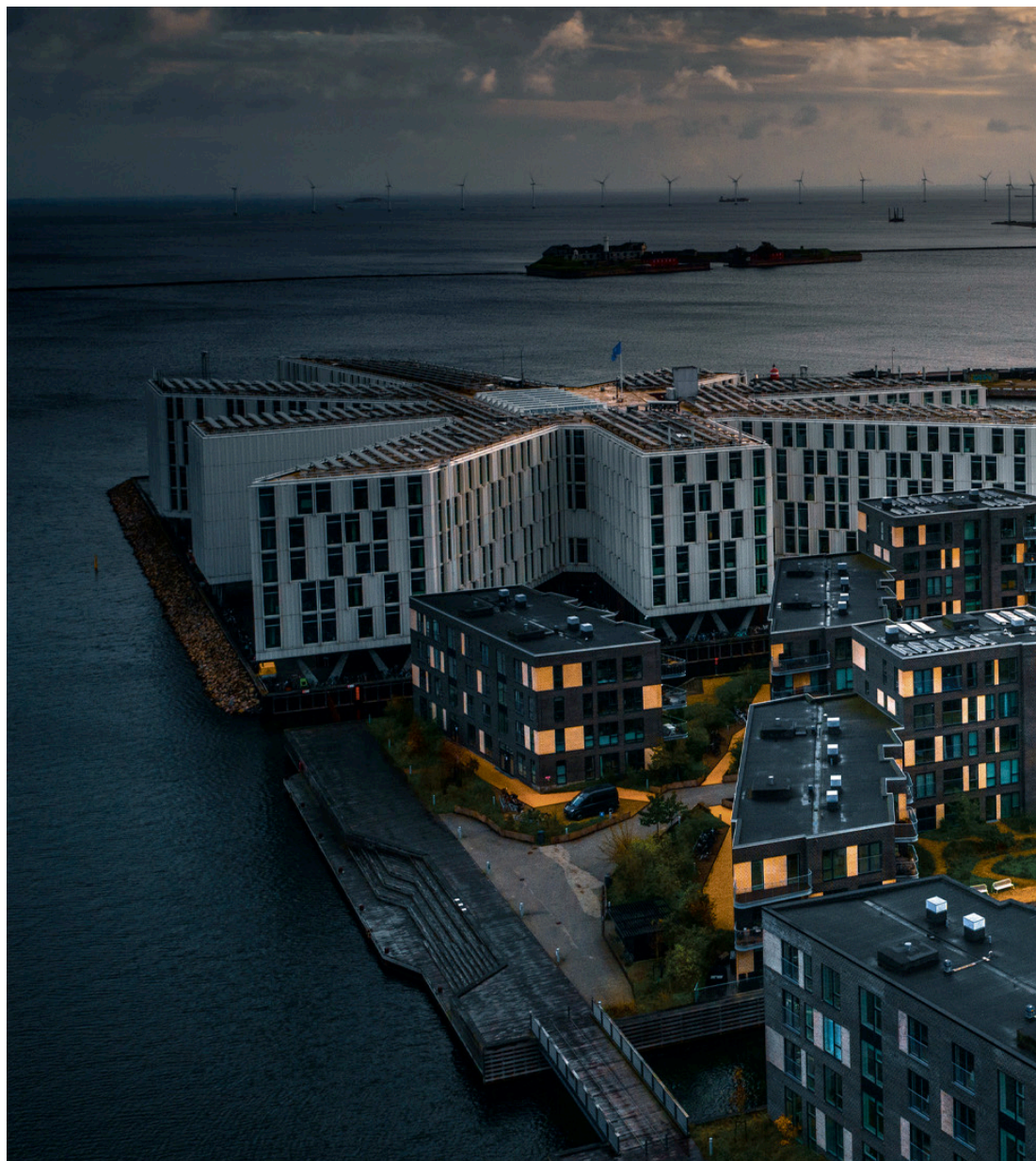
Source: Danish Wind Industry Association
 LCOE*: Revenue estimate at final investment decision
 LROE: Levelized revenue of electricity





This create some key trends worth noticing

- Consolidation & partnerships
- Industrialization, standardization & automation
- Innovation & cost reduction
- Data driven
- Sustainability in the entire supply chain
- Strong focus on O&M – retrofit & lifetime extension



Green Power Denmark works towards:

- Denmark becoming a net exporter of green power by 2030.
- All activity and production in Denmark in 2050 is based on renewable energy - and preferably before
- Ensuring better opportunity to create a future-proof electricity grid with a world-class security of supply.
- Denmark having ambitions for framework conditions and research that ensures a green leadership position and creates prosperity and jobs.
- Attractive, transparent and stable investment frameworks to deliver green energy the volumes and pace necessary to achieve the goals of green transition.

**A green transition is the solution.
Green power is the driving force**

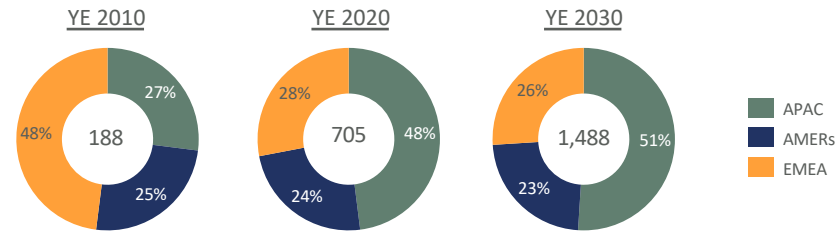
greenpowerdenmark.dk



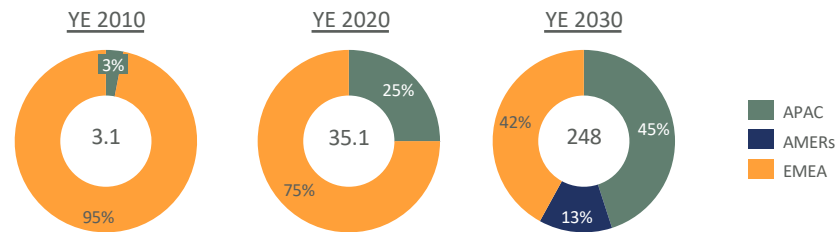


Global market development

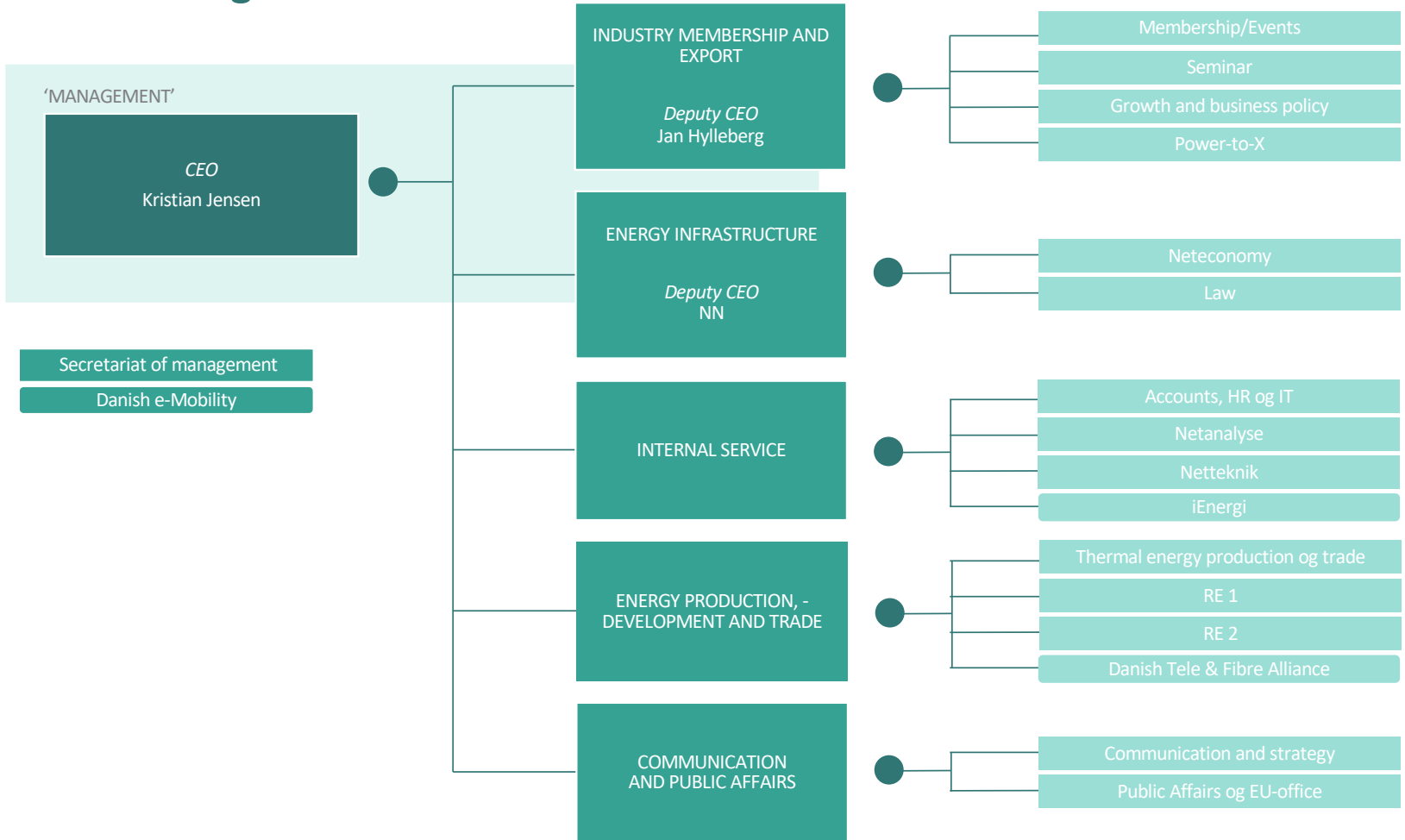
Onshore Cumulative Installs
(GW)



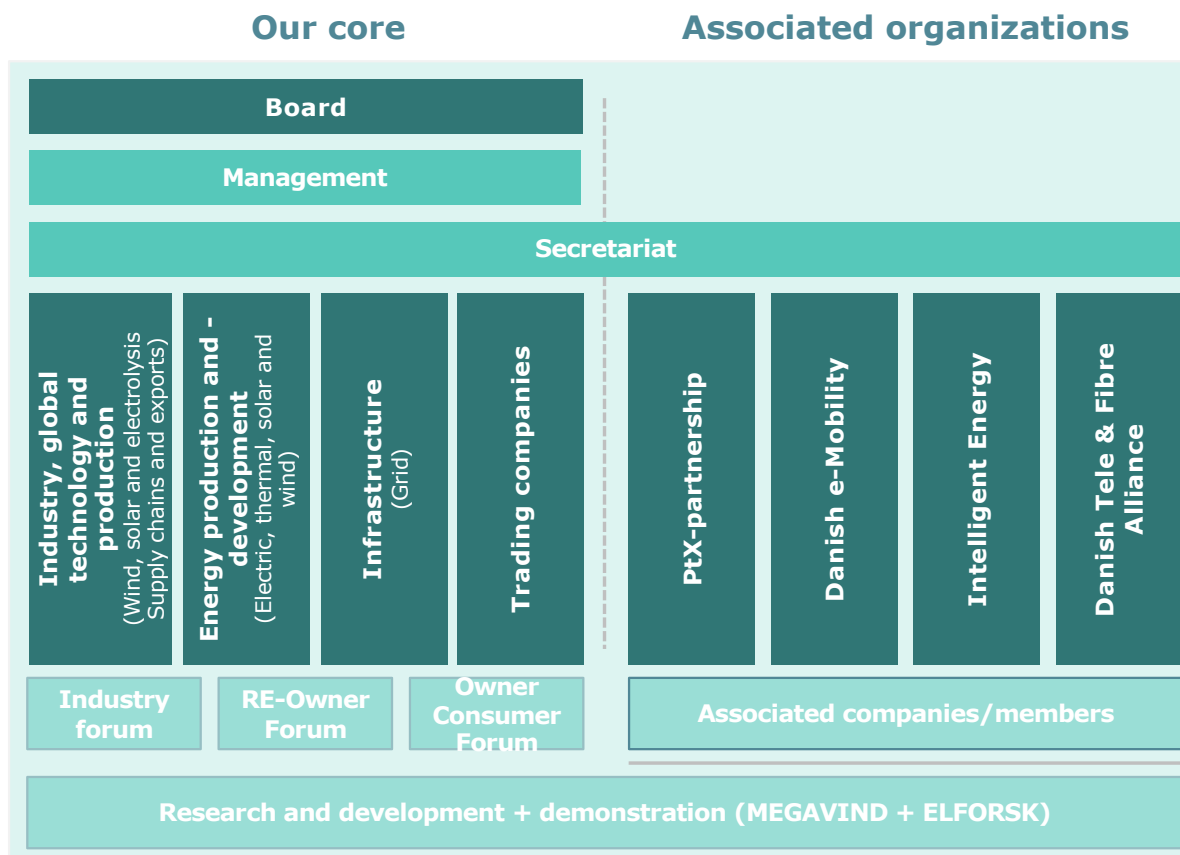
Offshore Cumulative Installs
(GW)



Overall organization



We must protect our core and have strong associate organizations and members

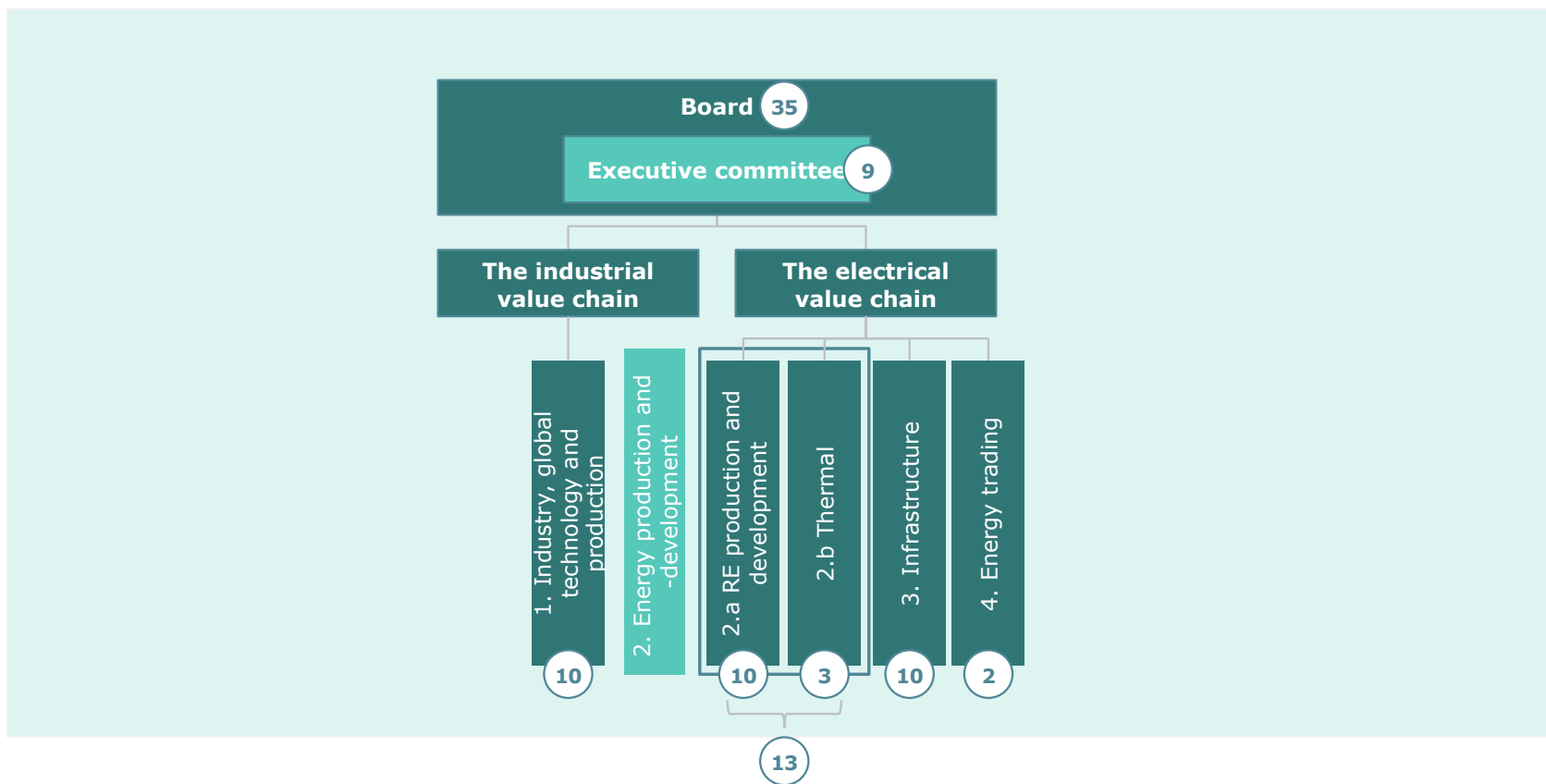


Description

- Strong common interests across
- Core activities ie. the pure interest management for the individual member groups must be developed and strengthened
- Associated organizations are innovative network organizations with independent boards, managements and principles that will make the core stronger
- It is among the associated organizations that the sector coupling, electrification, etc. live, which means it is dynamic organizations
- Associate members do not have the right to vote



The association's management represents the members' overall interests





IESF

Consultants
exchange

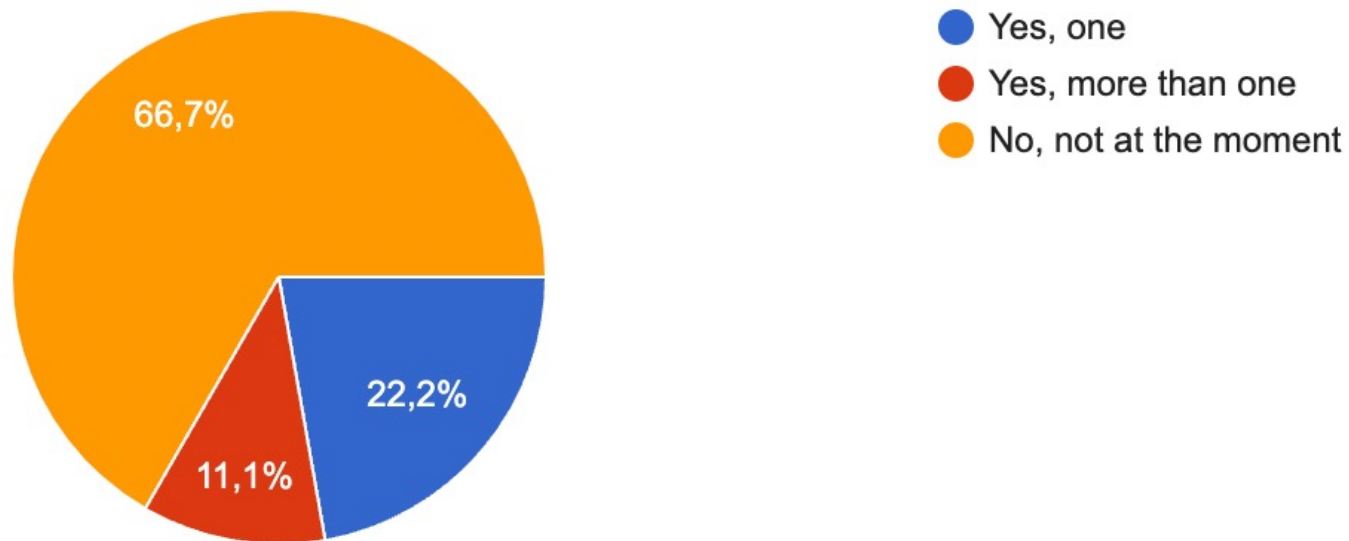
Consultants exchange – what we discussed in Barcelona

1. Things to take into consideration:
 - a) Consultant will still be paid by their employer... or not?
 - Depending if he/she works only for his/her origin company or for the hosting firm.
 - Maybe a mix?
 - b) Can collaborate or even lead (as a consultant/researcher) a search process.
 - c) The host could help economically to the “expatriate” if he/she is working also for them.
2. Consultant need to have a working space in the hosting’s partner office.
3. This is a 2-way learning;
Learn and teach how things are done in each country.

A vital experience to live abroad... 1 month, 3 months, 6 months, 12 months?

Consultants exchange – results questionnaire 18 responses

1. Do you have employees who you would like to sign up for a possible IESF partner exchange?





Consultants exchange – results questionnaire 18 responses

Countries that would like to send 1 or more consultants on an exchange are:

1. Romania
 2. Mexico
 3. The Netherlands
 4. Spain
 5. Belgium
 6. Panama
-



Consultants exchange – results questionnaire

2. Which partner country/iesf would you like to exchange with?

European offices seems more chosen and more convenient for the participants:

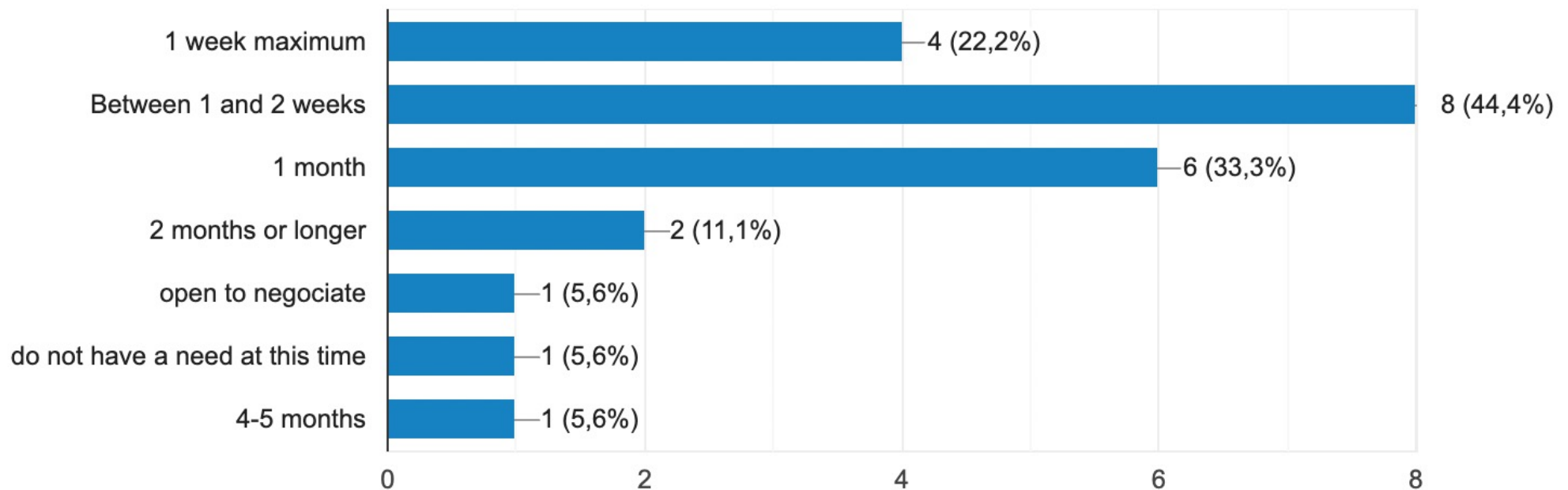
- Spain
- Germany
- Denmark
- Netherlands
- Switzerland
- France

But also Canada, Chili and Panama were mentioned.

Consultants exchange – results questionnaire

3. If your employee is on an exchange at one of our partner firms, what period of stay would you prefer?

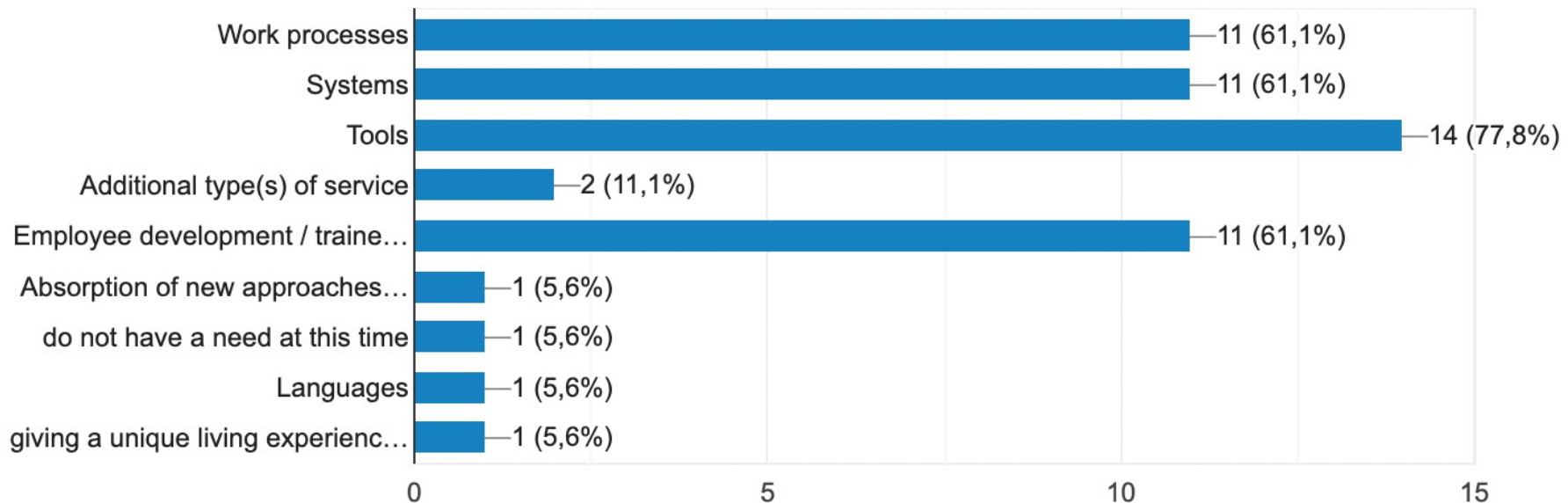
Most of the partners think about 1 to 2 weeks, but somewhere between 1 week and 1 month is most



Consultants exchange – results questionnaire

4. What would be your most important goal(s) if you sign in an employee on an exchange?

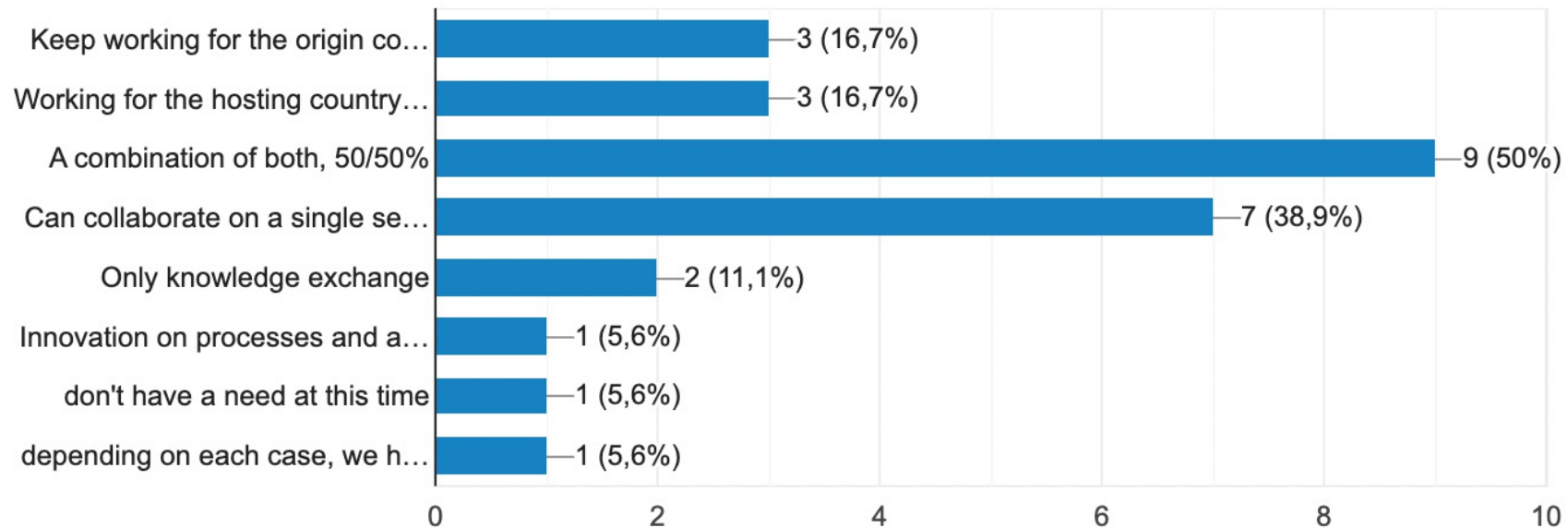
The main reasons are to get to know more about tools, systems & work processes. But also to give the employee an **exclusive employee development experience**



Consultants exchange – results questionnaire

5. How do you see the ideal division of labor between the exchanging firms?

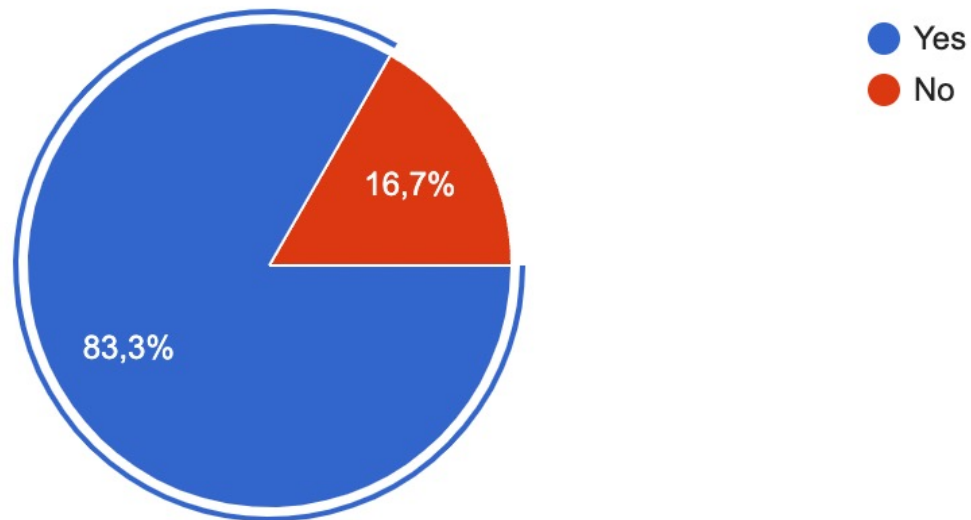
Partners state that it would be good if the consultant both works for the local firm as the visited firm, for example on a specific search or assignment.



Consultants exchange – results questionnaire

6. Can you provide a working space as a hosting partner for a potential partner who is interested in exchanging an employee with your country?

Some countries mentioned no availability, so that will be taken into account.





Consultants exchange – results questionnaire

6. What do you think is reasonable to cover in costs in case you welcome a consultant from another partner – or if your consultant visit another IESF Partner?

- Most of you reply with a personal agreement among partners.
 - But the common factor is you are willing to pay (part of the salary) and travel costs,
 - Since in most of the cases the consultant will be both working for your own firm as well as the partner firm.
-



Consultants exchange – Next steps

1. Contact the 6 countries and contact the consultants who would like to exchange;
 2. Contact the possible countries to visit;
 3. Schedule a general IESF exchange kick-off call– intention of IESF and the exchange;
 4. Schedule at least 2 or 3 exchanges this year 2022 between IESF partners;
 5. Also use it as a marketing tool, consultant should write an article/blog (or could be interviewed) about their visit and learnings
 6. Evaluate & share learnings at the AGM in Cusco Peru
-



Walk & Dinner

Fru Nimb Restaurant at 7 PM
visit Tivoli Gardens

Let's meet in the lobby at 6.30 PM



*If you have any questions, do not hesitate to
contact your Executive Assistant ☺*

*kirsten@vandegroep.nl
+31 6 13 167 370*



Regional Meeting Copenhagen
April 8th 2022

International Executive Search Federation

Agenda Regional Meeting Copenhagen April 8th 2022

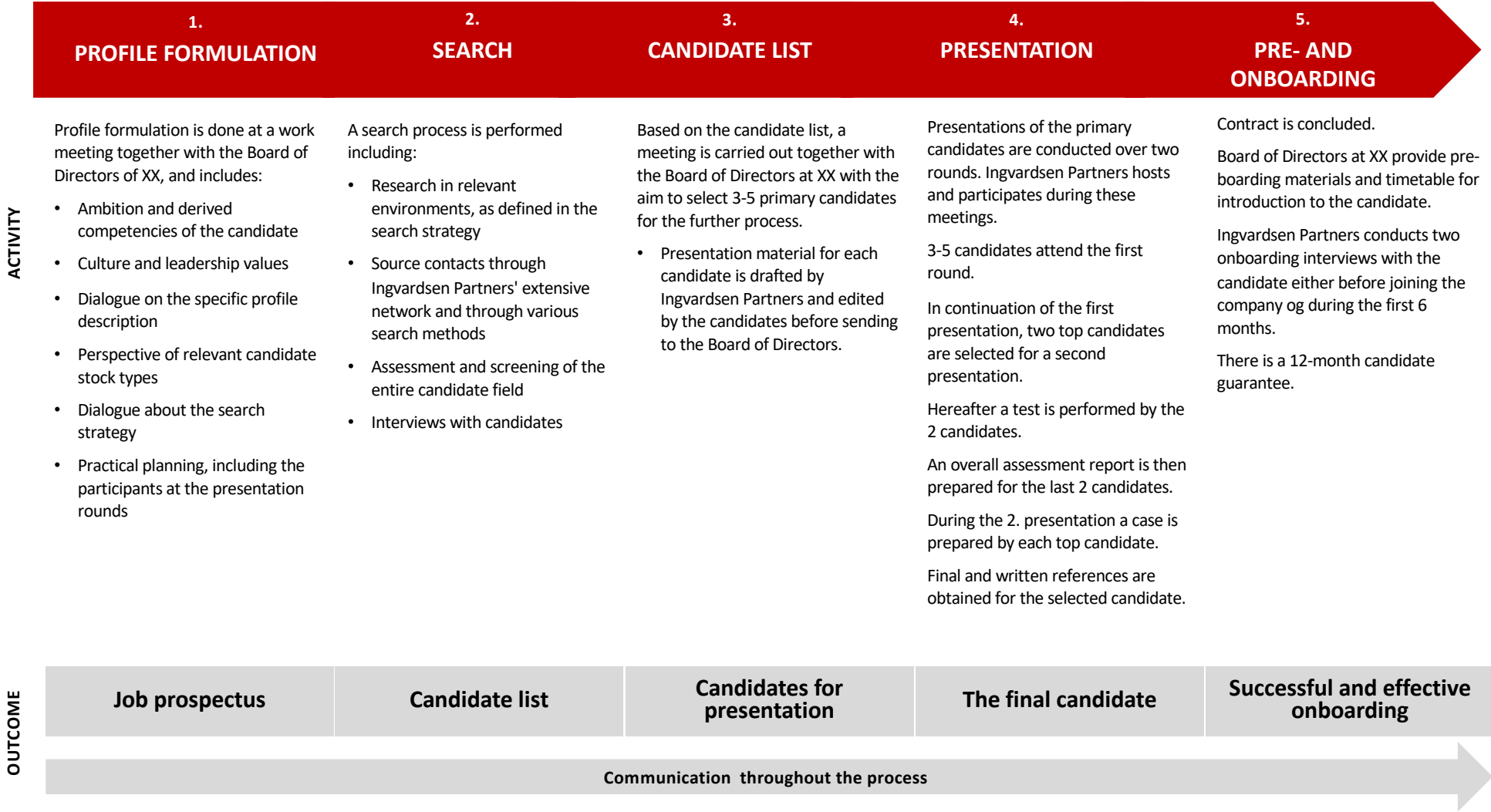
09.00 AM	Introduction Ingvar Jensen Partners	<i>Pia</i>
09.30 AM	Learnings cross border assignments	<i>Stephan & Adelina</i>
10.30 AM	Regional Partnership Development	<i>Kirsten</i>
10.50 AM	Coffee Break (20 min)	
11.10 AM	Workshop: Sustainable Executive Search	<i>Gertjan</i>
11.40 AM	Update IESF Brainstorming Group	<i>Stephan and group leaders</i>
12.10 AM	Closing notes & see you at the next AGM	<i>Gertjan</i>
12.30 PM	Lunch Café Petersborg(1.30h)	
02.00 PM	Bus transfer to CopenHill	
02.30 PM	Guided Tour CopenHill	
03.30 PM	Bus transfer back to the hotel	




Introduction Ingvar Jensen

Pia

The Ingvaridsen Partners Process





Leadership Assessment and Board evaluation

-Pia Torreck, Equity partner



Ingvar Jensen Partners



International Executive Search Federation

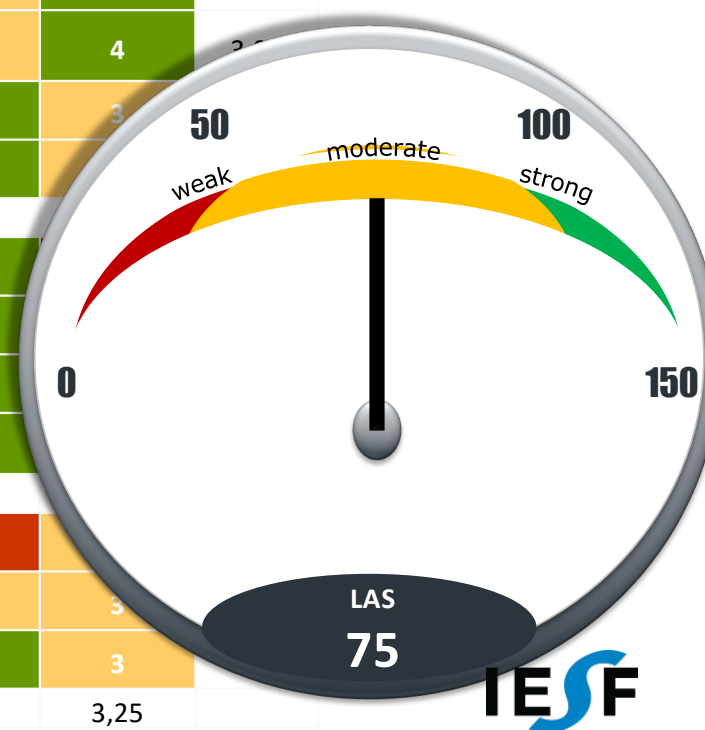
LEADERSHIP ASSESSMENT

In order to verify members are meeting expectations, to develop the management team and to assess the dynamics

Executive Management Results

Example of overview of results from a Leadership Performance Assessment

	CEO	COO	CCO	CFO	SVP Sales	SVP HR	
Professional capabilities	3	4	4	4	3	4	3,71
Strategic understanding	4	3	3	4	3	4	3,50
Strategy execution	3	2	3	2	5	3	3,17
Leadership capacity	4	3	3	2	4	3	3,33
Co-operative skills	3	3	2	3	4	4	3,33
Persuasive abilities	3	3	4	2	4	4	3,33
Change capacity	3	3	3	3	4	4	3,33
Commercial thinking	3	4	4	3	4	4	3,67
Inductive	4	3	2	3	1	3	2,83
Numerical	2	3	3	3	3	3	3,00
Verbal	3	3	3	5	4	3	3,50
	3,25	3,13	3,25	2,88	3,88	3,25	



We provide deep insights through our multi-method approach

Test platform

Professional Assessment

- Competency focused Structured Interview
- Strategic Alignment & Execution Interview

Self-Assessment

- Personality Questionnaire (OPQ32r) & Leadership Style



Cognitive Capacity

- Numerical
- Verbal
- Inductive

Leadership Competencies

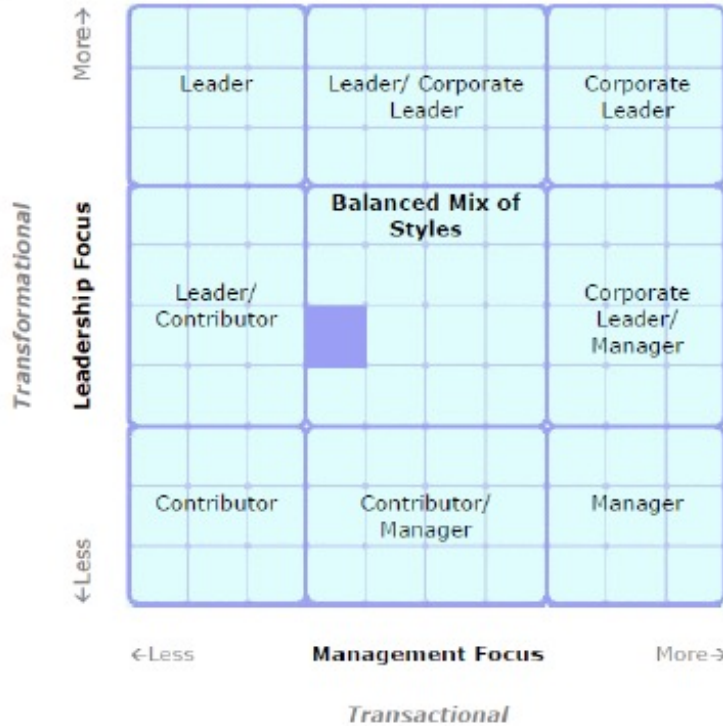
- Results
- Leading people
- Toolbox



Ingvaridsen Partners

Leadership style

RELATIONSHIPS WITH PEOPLE	1	2	3	4	5	6	7	8	9	10
4 rarely persuaded others to change their views, dislikes selling, less comfortable using negotiation										
3 happy for others to take charge, dislikes leading people what to do, unlikely to take the lead										
5 holds back from convincing others, may not express own views, uncomfortable to put forward own opinions										
10 accepts majority opinion, prepared to follow the consensus										
8 laid and reserved in groups, dislikes being centre of attention										
9 comfortable spending time away from people, values time spent alone, seldom misses the company of others										
2 feels more comfortable in less formal situations, can feel awkward when first meeting people										
6 makes strengths and achievements known, talks about personal success										
8 prepared to make decisions without consultation, prefers to make decisions alone										
6 interactive with sympathy and support, remains detached from other's personal problems										
THINKING STYLE	1	2	3	4	5	6	7	8	9	10
5 prefers dealing with opinions and feelings rather than facts and figures, likely to avoid using statistics										
5 does not focus on potential limitations, dislikes critically analysing information, avoids tasks for others or mistakes										
5 does not question the reasons for people's behaviour, tends not to analyse people										
5 favours change to work methods, prefers new approaches, less conventional										
8 prefers to deal with practical rather than theoretical issues, dislikes dealing with abstract concepts										
6 more likely to build on than generate ideas, less inclined to be creative and inventive										
6 prefers routine, is prepared to do repetitive work, does not seek variety										
9 behaves consistently across situations, unlikely to behave differently with different people										
6 more likely to focus upon immediate than long-term issues, less likely to take a strategic perspective										
6 unlikely to become preoccupied with detail, less organised and systematic, dislikes tasks involving detail										
3 less detail-oriented, prepared to leave some tasks unfinished										
2 not restricted by rules and procedures, prepared to break rules, likely to dislike bureaucracy										
FEELINGS AND EMOTIONS	1	2	3	4	5	6	7	8	9	10
6 tends to feel tense, finds it difficult to relax, can find it hard to unwind after work										
3 feels calm before important occasions, less affected by key events, less free worry										
10 sensitive, easily hurt by criticism, upset by unfair comments or insults										
8 concerned about the future, expects things to go wrong, focuses on negative aspects of a situation										
2 wary of other's reactions, finds it difficult to trust others, unlikely to be fooled by people										
4 openly expresses feelings, finds it difficult to conceal feelings, displays emotion clearly										
8 tends to take things at a steady pace, dislikes excessive work demands										
1 dislikes competing with others, feels that taking part is more important than winning										
2 sees career progression as less important, looks for alternatives rather than fights and/or argues										
2 tends to be cautious when making decisions, likes to take time to reach conclusions										
7 has responded less consistently across the questionnaire										



Competency	1	2	3	4	5	Important for Success? (tick)
Leading and Deciding						
1.1 Deciding & Initiating Action						
1.2 Leading & Supervising						
Supporting and Co-operating						
2.1 Working with People						
2.2 Adhering to Principles and Values ¹						
Interacting and Presenting						
3.1 Relating and Networking						
3.2 Persuading & Influencing						
3.3 Presenting and Communicating Information ²						
Analysing and Interpreting						
4.1 Writing & Reporting ¹						
4.2 Applying Expertise & Technology ³						
4.3 Analysing ²						
Creating and Conceptualising						
5.1 Learning & Researching ²						
5.2 Creating and Innovating ²						
5.3 Formulating Strategies and Concepts ²						
Organising and Executing						
6.1 Planning & Organising						
6.2 Delivering Results & Meeting Customer Expectations ²						
6.3 Following Instructions & Procedures ²						
Adapting and Coping						
7.1 Adapting and Responding to change						
7.2 Coping with Pressures & Setbacks						
Enterprising and Performing						
8.1 Achieving Personal Work Goals & Objectives						
8.2 Entrepreneurial & Commercial Thinking ²						

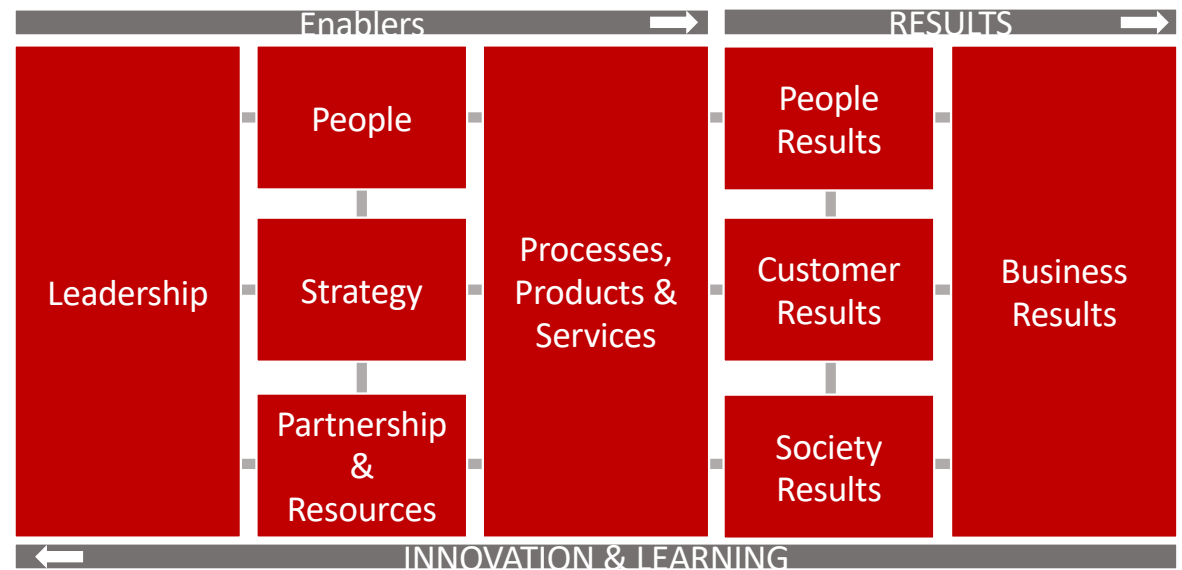
Personality

Self assessment - Results

1. Resultater, indsatser & Must Win Battles

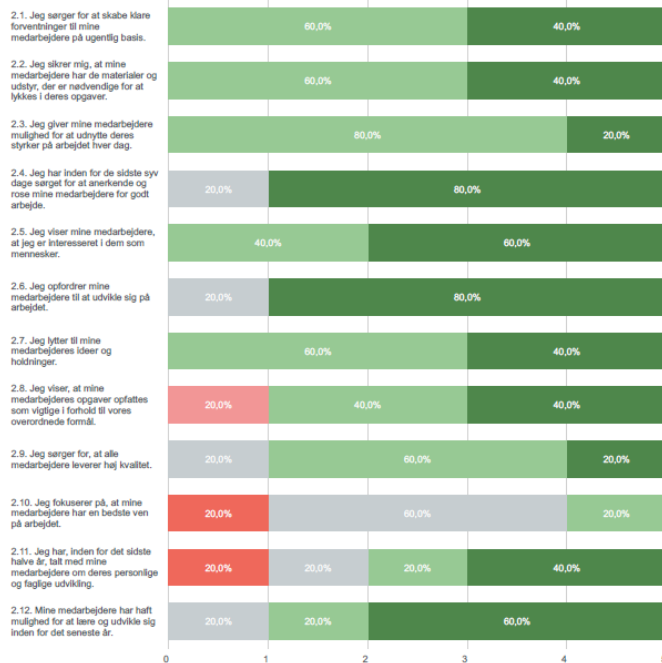


Inspired by EFQM Excellence



Self Assessment – Leading people

2. Personligt lederskab



The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q¹² – emerged from Gallup's pioneering research as those that best predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

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Self assessment – leadership competencies

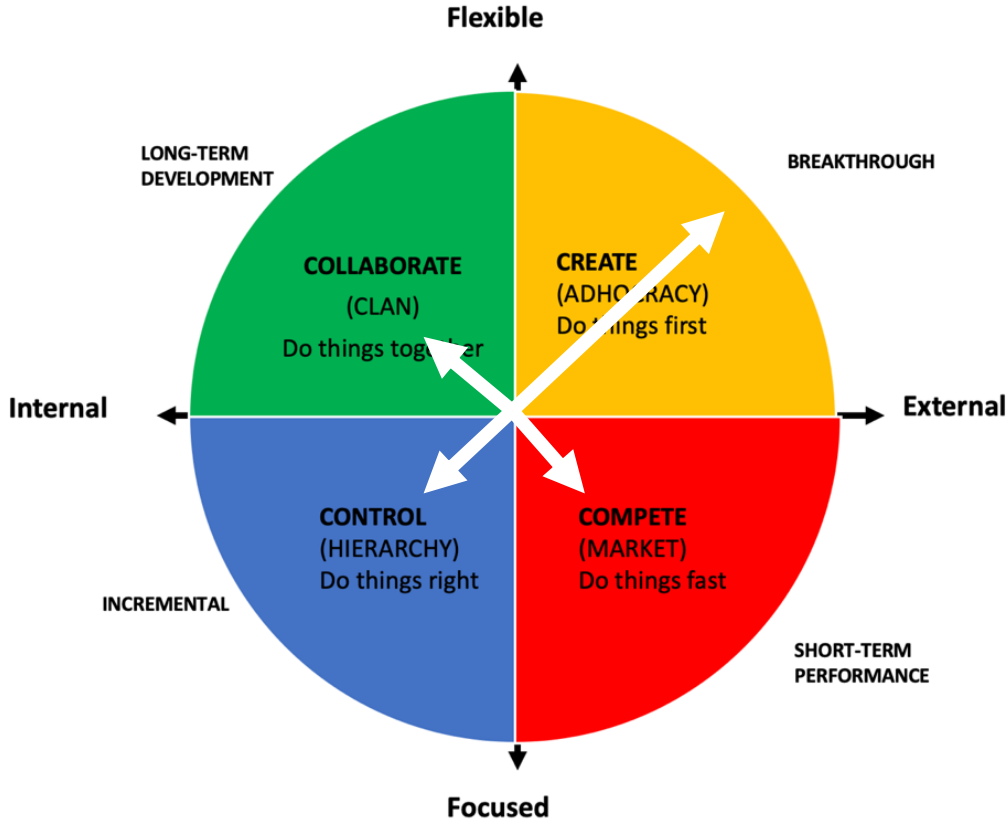
3. Kompetencer og værktøjer



	5-1
Strategy orientation , including the ability to analyze the company's business challenges and opportunities. Understand business models and disruption of these.	2
Strategy execution , including creating results, formulating clear direction, communicating engaging, creating companionship, choosing relevant methods, ensuring relevant goal management.	3
Leadership capacity , including the ability to handle adversity, be calm in pressured situations as well as handle complexity.	3
Ability to cooperate , including showing empathy, listening, involving, handling conflicts as well as ensuring trust and psychological security in one's relationships.	3
Ability to convince and influence , including conveying clear messages and creating new relationships	3
Managing change , including the ability to adapt to changing circumstances, deal with ambiguity and complex problem solving	3
Ability to create a learning culture , including developing organizational capability and a creative environment in the organization.	3
Leadership Competencies , including the use of toolbox to ensure an excellent organization with efficient processes, systems, and resources; thereby creating balance in the business model.	4

<https://hbr.org/2015/04/calculating-the-market-value-of-leadership>

Competing Values Framework



How will The Executive Management Team affect the Culture?

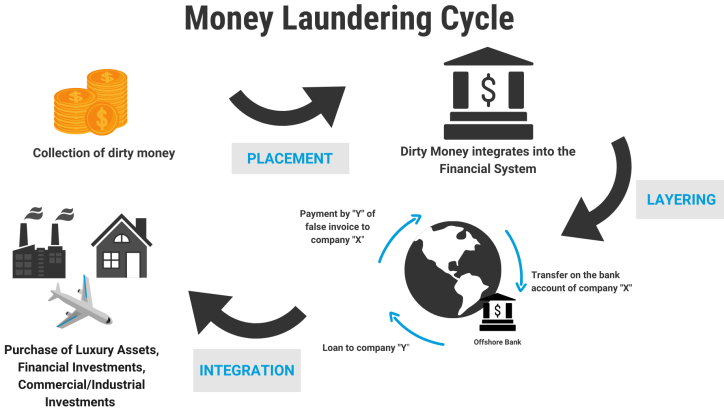
BOARD EVALUATION

In order to verify members are meeting expectations, making progress toward goals, following bylaws, and a chance to gather feedback on the board's health

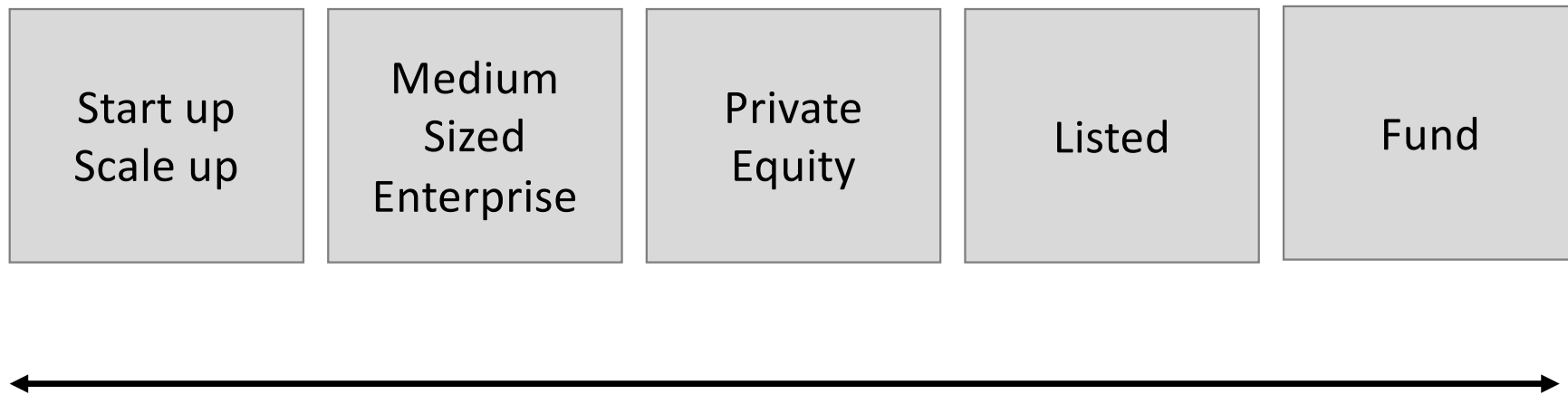
Scandals lead to regulation

2007 – The banking crisis – the crash of many banks due to unfit members of the board and CEO’s out of control. Bad governance.

Money laundering – several banks in Denmark involved.



Different boards



Competencies needed

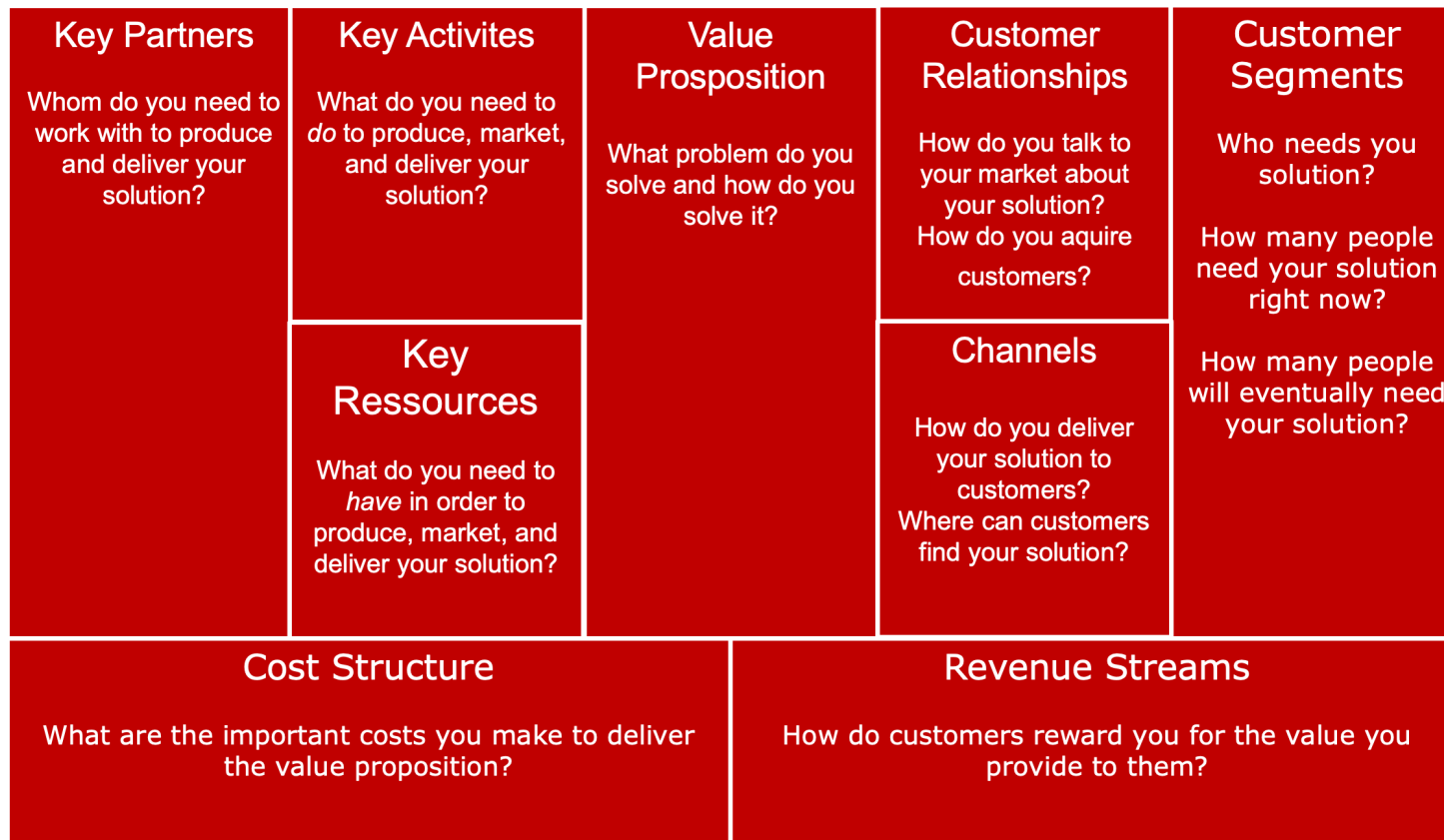
Nr.	Kritiske kompetencer i bestyrelsen
1	Markedskendskab
2	Forretningsmodel og strategi
3	Virksomhedsdrift
4	Digitalisering
5	Internationalisering
6	

Nr.	Kompetencer 2022	Kompetencebeskrivelse
1	Markedskendskab	<p>Eksempelvis:</p> <ul style="list-style-type: none"> • Hvem er Roccamores kunder • Hvad er det, der er vigtigt for kunderne lige nu • Hvilke trends er der i markedet, på kort og på længere sigt • Hvad er vigtigt for andre interessenter • Hvem er de nærmeste konkurrenter • Hvem er de store spillere på markedet
2	Forretningsmodel og strategi	<p>Eksempelvis:</p> <ul style="list-style-type: none"> • Hvordan sælges Roccamores produkter • Hvordan tjener Roccamore penge ved forretningsmodellen • Hvad indebærer den valgte strategi/forretningsmodel af fravalg • Hvad er de primære risici ved forretningsmodellen

10 critical competencies in the board

Competencies that support the company's business model

The Business Model



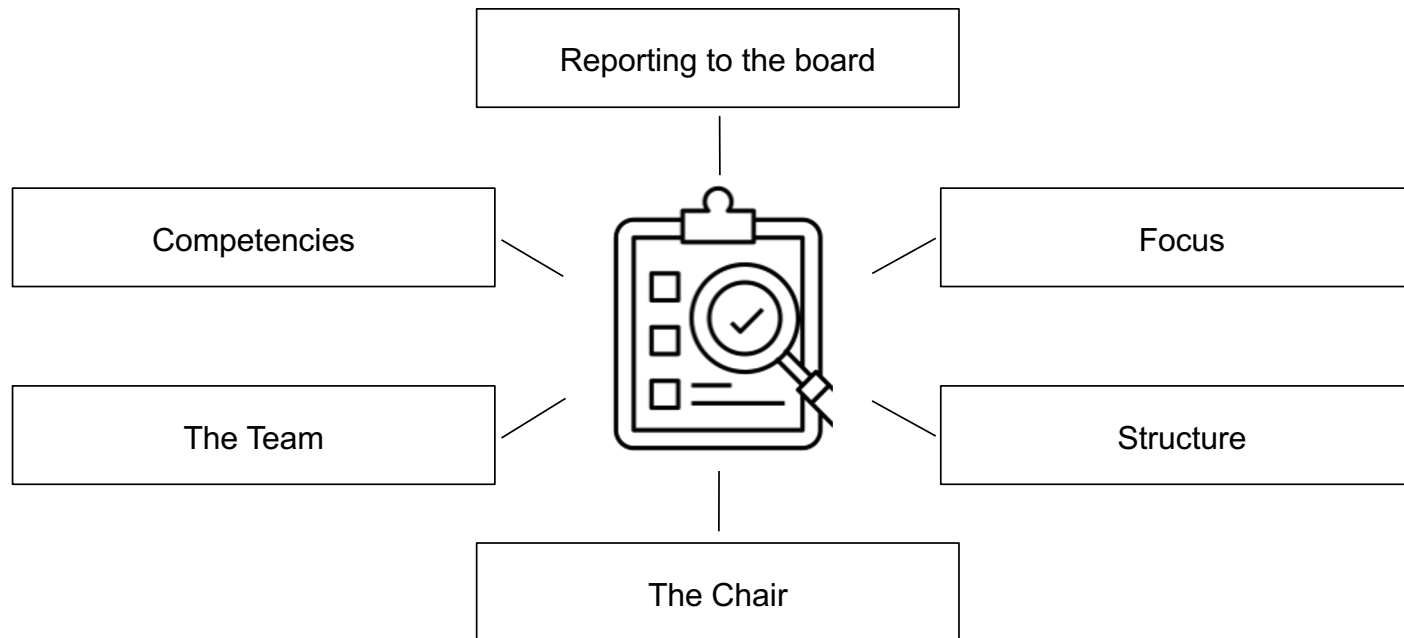
Board Competencies in a pension fund

Tabel 1

Kompetence	Den samlede bestyrelses niveau	Niveau, som bestyrelsen bør have	Difference
Generel ledelse	5,50	5,08	0,42
Faggruppemes behov og betingelser	5,92	5,58	0,34
Arbejdsmarkedspensions-systemet	5,83	5,58	0,27
Strategi- og forretningsudvikling	5,50	5,33	0,17
Finans og revision	5,17	5,08	0,09
Risikostyring	5,08	5,08	0,00
Forretningsmodel og outsourcing	5,25	5,33	-0,08
Regulering, governance, og compliance	5,25	5,33	-0,08
Udvikling af pensionsprodukter, forsikringsprodukter og services samt digitalisering af disse	5,00	5,08	-0,08
Ansvarlige investeringer	5,00	5,17	-0,17
Investering	5,00	5,25	-0,25
Alternative investeringer	4,67	5,08	-0,41
Informationssikkerhed	4,50	4,92	-0,42

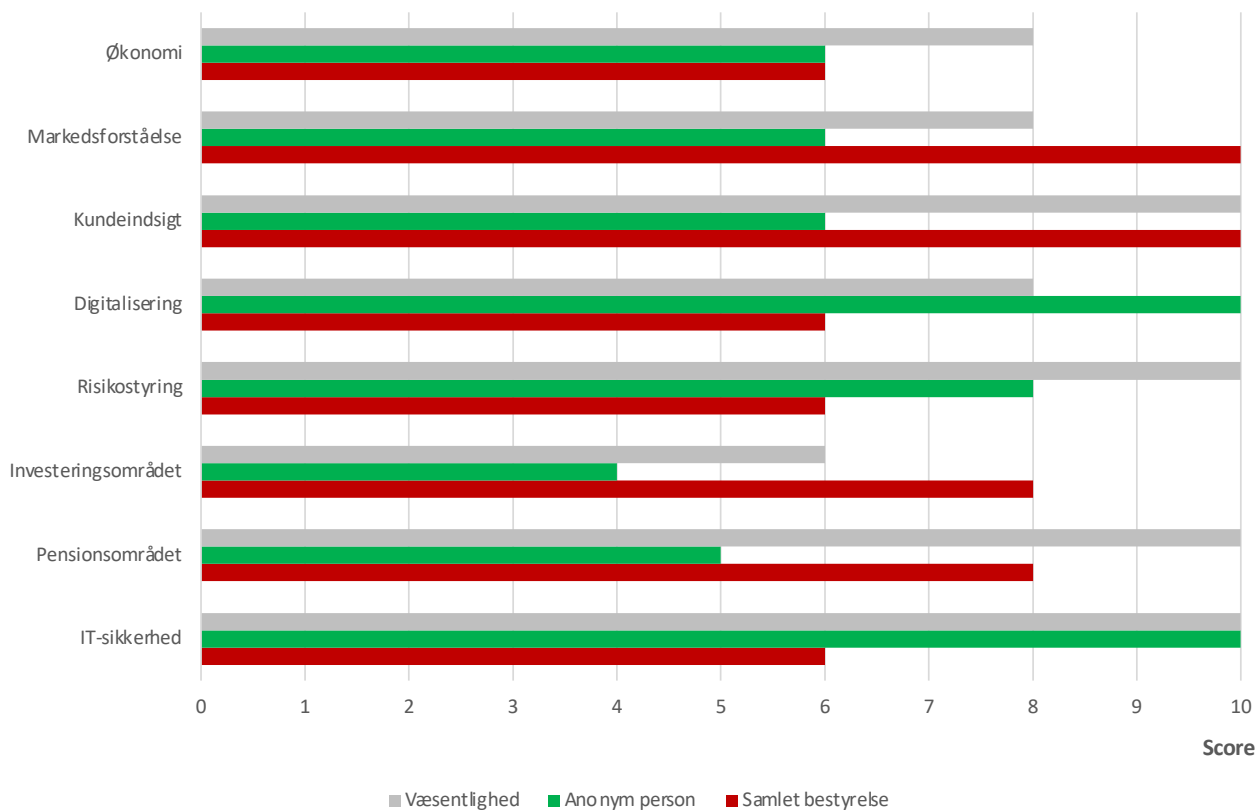
NB: Kompetencerne er vurderet på en skala fra 1 til 7.

Questions about



Me, The total Board and The Goal for the total board

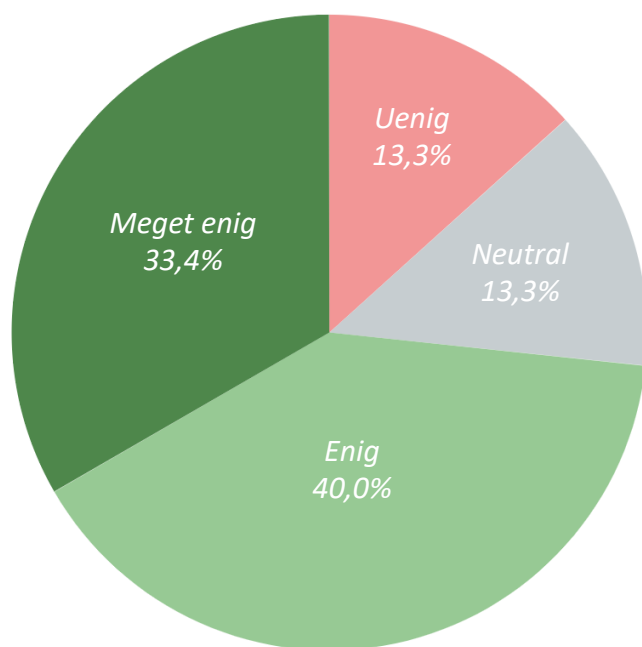
Kompetenceprofil - Anonym person



Identifying gaps

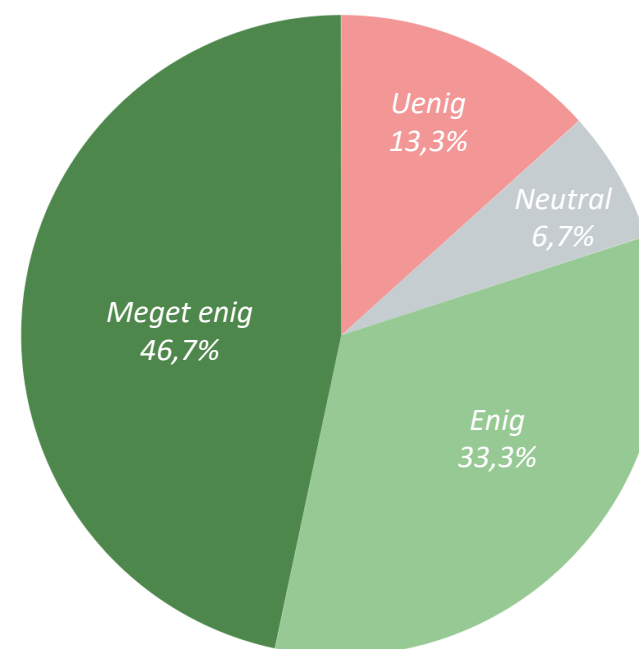
Reporting to the board

1.2 Det materiale, som bestyrelsen modtager forud for møderne er relevant og passende i kvalitet og omfang, herunder let tilgængeligt og velstruktureret



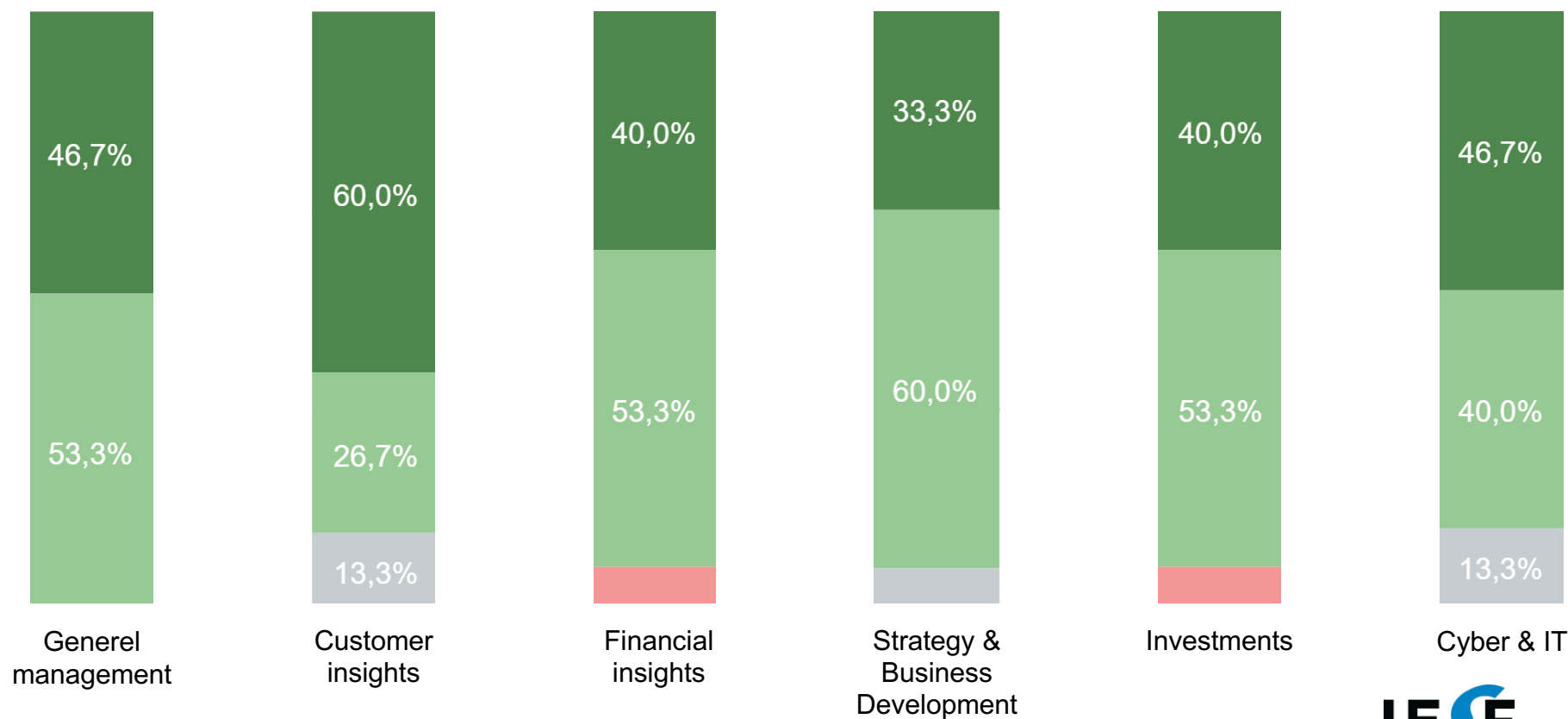
15 observationer

1.3 Jeg modtager materialet i god tid før bestyrelsesmøderne, så jeg har mulighed for at forberede mig tilstrækkeligt



15 observationer

Competencies in the board



Digitalization is the use of digital technologies to change a business model and provide new revenue and value-producing opportunities.

Cyber security is the application of technologies, processes and controls to protect systems, networks, programs, devices and data from cyber attacks.

7-trins kompetenceskala



7

Ekspertviden og dybdegående erfaring

- Er i besiddelse af såvel dybdegående erfaring og nyeste viden på området
- Vil intuitivt have dyb forståelse for kompleksitet og sammenhænge samt være i stand til at lave relevante analyser



6

Meget høj grad af viden og erfaring

- Er i besiddelse af såvel stor erfaring og relevant viden på området
- Vil kunne stille dybdegående spørgsmål og udfordre initiativer, analyser og materialer



5

Høj grad af viden og erfaring*

- Er i besiddelse af både viden og erfaring på området
- Er i stand til at stille relevante spørgsmål og forholde sig kritisk til svarene



4**

Høj grad af viden

- Er i besiddelse af høj grad af viden om området
- Er i flere sammenhænge i stand til at stille relevante spørgsmål og forholde sig kritisk til svarene



3

Nogen grad af viden

- Er i besiddelse af en del viden om området
- Er i nogen grad i stand til at stille relevante spørgsmål og forholde sig kritisk til svarene



2

Mindre grad af viden

- Er i besiddelse af en vis grad af viden og indsigt
- Vil være interesseret i at sætte viden og indsigt i kontekst



1

Ingen viden

- Er ikke i besiddelse af viden på området
- Vil være optaget af at forstå principper, regler og processer

* Erfaring kan bl.a. opnås ifm. bestyrelsesarbejde.

** Trin 4 må anses for det af Finanstilsynet anbefalede minimumsniveau for den samlede bestyrelses kompetencer. Bestyrelsen tager konkret stilling til den endelige vægtning af kompetenceniveau i forhold til virksomhedens forretningsmodel og tilknyttede risici.



Learnings cross border assignments
Adelina & Stephan



Learnings cross border assignments

- At this moment we see an increase in cross border
 - 25 assignments for 2022 completed or still active so far (April '22)
 - Same situation as 2019 before the pandemic
 - Reason for us to have an open discussion about important learnings in cross border assignments
-

Learnings from our own perspective - Romania

- Assignor:
 - Morningstar (Spain, Switzerland)
 - FM Logistic (Spain, India, France)
 - Assignee:
 - Tahal Group (Israel)
 - Tembo (Netherlands)
 - Pattern (Italy)
 - Advanced Forming Technology (Israel)
 - MMM (Spain)
 - DC Card (Germany)
 - ✓ Best practices
 - ✓ Learnings
-

Learnings from our own perspective - Germany

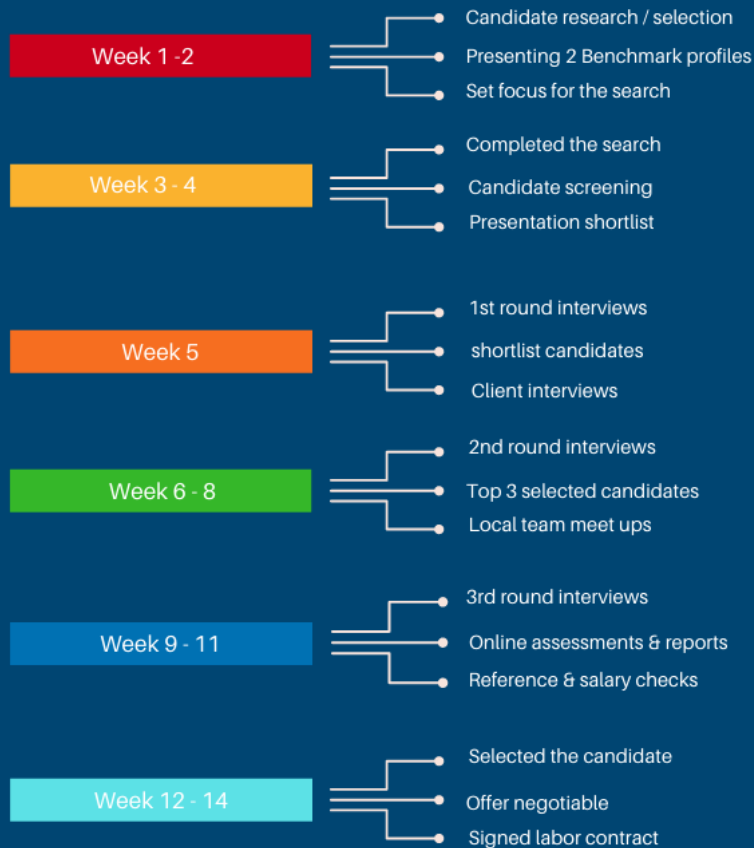
- Assignor:
 - Too much to mention 😊 A lot of assignments over the years
 - Assignee (Selected examples since 2020)
 - Kongskilde (DK) - Senior Sales Manager (future MD)
 - RMIG A/S (DK) - Managing Director
 - TKH Group (NL) - CEO
 - ✓ Best practices
 - ✓ Learnings
-

Tips when we look at our Executive Search process

Our IESF approach

Our results-oriented approach has guided our successful global approach to the placement of long-serving executives. Our standard process follows the following steps:

- Consultation and agreement on the search process and job description.
- Market research and candidate identification.
- Candidate interview, assessment and reporting.
- Shortlist reports presented to the client.
- Client interview.
- Offer, acceptance and candidate resignation.
- Thorough and confidential reference checking.





What do you find important in the cooperation?

- As assignee (if you receive a cross border) – what would be helpful?
 - As assignor (if you give a client) – what do you expect from your partner?
-



Regional Partnership Development
Kirsten

Partnership Development

AMERICAS – EMEA –
ASIAPAC



*“Since 2002, successfully delivering
local executive talent through a **global** network of IESF
partners”*

Search areas for 2022 and forward



1. UK



2. UAE



3. Australia



4. South Korea



5. Columbia



6. African region

Approach – targeted search in close corporation with IESF partners
If you know potential partners, please share with Kirsten

Extra search areas for 2022 and forward



6. Japan



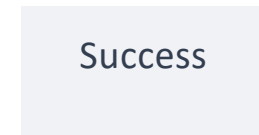
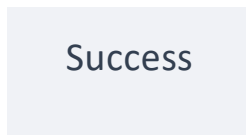
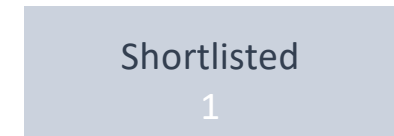
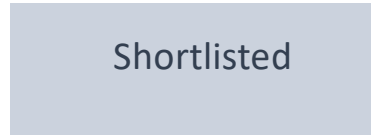
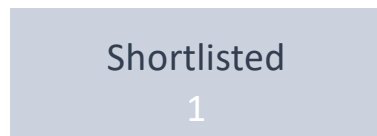
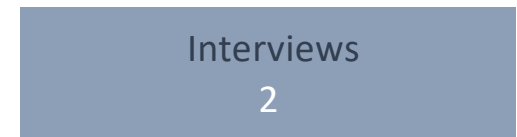
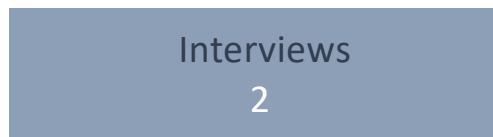
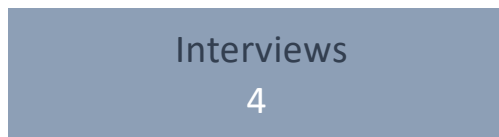
7. Brazil



8. Argentina

Approach – targeted search together with IESF China and IESF Chile & IESF Peru

Our search so far



Our search

South Korea



Colombia



Africa(s)



Prospects

5

Prospects

8

Prospects

5

Interviews

Interviews

Interviews

1

Shortlisted

Shortlisted

Shortlisted

Success

Success

Success

Our search

Serbia



Austria



Prospects

2

Prospects

3

Interviews

2

Interviews

2

Shortlisted

1

Shortlisted

1

Success

Success

Potential new partners at the AGM in Peru

Which European countries would we like to add to our network?

Where do you see increased market demand?

Which country would really help you locally?





IESF

Coffee Break
20 minutes



IESF

Workshop
Sustainable Executive Search
Gertjan

Why Sustainable Executive Search?

- Acceleration of the transition to the green economy in the fight against climate change;
- We are moving to the green economy, new and upgraded jobs will be created in the next decade;
- Candidates expect businesses to contribute to sustainability, especially the younger generation;
- IESF partners needs to embrace and adapt to this green change to remain relevant.
- goal of this session is mapping our knowledge and experience on sustainable topics. And to see how we can demonstrate and use these skills as a cross border generator for tomorrow.



As IESF, we can play a serious role in the global push for sustainability

Possible goals

- 
1. The international exchange of skilled management, specialists & Frontline experts
 2. Informing the world through our network what is happening and what is groundbreaking
 3. Investigate how we as IESF can be of added value & share success stories
 4. What marketing message do we want to tell? (our Sustainable Executive Search USP)
 5. Organization of webinars on hot topics in sustainability (with clients or specialists)

15 min Workshop

- Choose two of the five goals that are important to you?
- Do you have clients or contacts in sustainable industries?
- Which experience and knowledge is available in your client or candidate network?
- What are important sustainability trends/topics when you talk to clients or look at your past and current projects?
- How could we translate this in a concept/action for IESF?





Update IESF Brainstorming Group
Stephan



Brainstorming Group - The Idea

1. Initiative of AGM 2019
 2. Goal is develop tools or services that are useful for most of the IESF Partners
 - a) Use of our knowledge / know how within IESF
 - b) Proposals for external development of tools when they benefit the group
-

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Brainstorming Group - 3 projects defined at AGM Barcelona 2021

IESF Branding - Normand

IESF Multi Countries Service (MCS) - Vincenzo

IESF Academy - Kirsten



Brainstorming Group - IESF Branding - Normand

Participants: Normand (CA), Bert-Jan (NL), Tor-Egil (NO), Edouard (FR), Matt (PE), Kirsten (NL) .

We set the target to answer the following questions as a work group together:

1. Who are we?
 2. What are we trying to accomplish?
 3. Who do we talk to?
 4. What do we want to say?
 5. How do we talk to them? And how often?
-



1. Who are we as IESF?

Global

Close to our clients / markets

Close to each other – Personal

Specialized

Boutique

Entrepreneurial

Humble – approachable – no nonsense

Independent

Result Driven

Agile

Quality

After the brainstorm we decided that these key words are best: Close (both client, markets as to each other), Humble, Entrepreneurial, Agile.



2. What are we trying to accomplish?

Our IESF mission statement: Deliver exceptional local talent to our global network of consultants
Supported by:

- Strengthen each other/ make each other (the partners) better
 - Quality standards when we send our clients
 - Helping our client on any subject related to your executive search need (talent management)
-

3. Who do we talk to?

Potential clients:

- ✓ C-level / owners / managers / directors: both SMB's and large companies, of our 15 sector practices
- ✓ HR directors/management, of our 15 sector practices
- ✓ CFO–Financial Director (Board Secretary)
- ✓ Boardmembers/Head of the Executive Committee.
- ✓ Private Equity partners
- ✓ Heads of Talent Acquisition

Extra group on the side:

- ✓ _Potential partners(boutique executive search firms/ people that are head of local executive search firms).
-



4. What do we want to say?

- IESF is here to connect you to the leaders of tomorrow
 - IESF is your first reach out on any talent management topic
 - IESF is your trusted advisor
 - IESF is an effective network of seasoned partners
-

5. How do we talk to them and how often?

- Various social media platform + regular e-mails
 - Must find a delicate balance with being present – not wanting to overburden our audience
 - Personalized communication in my opinion will work best. Preferably communication in terms of business cases, articles, newsletters etc., by means of direct mail, linked-in postings, through references
 - Not too often, especially in the case of direct mail and postings since this will lead to a possible overkill in communication.
 - LinkedIn/business press/specialized medias/mails/seminars & specific gatherings (Ganci's breakfasts)
 - depending on the format/density of the content - white papers/market research: 2x a year, articles: monthly, video interviews: quarterly?
 - white papers/business cases/market research (Matt)/video interviews (from clients, talents, artists, "thinkers", ...)/mails/clients' recommendations/clubs (Mandrake CHRO club)/CEO's portraits
-

A solid blue square located to the left of the section header.

IESF Branding Next steps

Do we need to make changes to move forward successfully?

Today we would like to develop next steps towards our goal together.

With these 5 answers we have the comment group and defined who we are.

Brainstorming Group - IESF Multi Countries Service - Vincenzo

Target of the brainstorming: “Global Service”. Think about a solution for global searches in different partner countries, not only between one assignor and one assignee. Goal is a solution or global offer for IESF clients offering an international search (in a region that consists of more than 1 partner country).

Participants: Ewa (PL), Dror (ISR), Achim (D), Steve (USA, Vincenzo (CH).

Countries covered: maximum 3 countries. Clients must decide their focus. Searching in more than 3 countries would not be profitable/sustainable for IESF Partners who should divided the total fees in more than 3 parts.

Cost of the service: to be agreed between Client and IESF Assignor according to the habits and routines of each client relation. Nevertheless, the price should not be negotiated too much as the MCS required additional resources from IESF. Ideally a “MCS surcharge” of 5% should be applied. For example, Switzerland standard fee is normally 28% of the total candidate compensation. In case of a MSC service, client should pay $28\%+5\%= 33\%$ of the total candidate compensation.

Brainstorming Group - IESF Multi Countries Service

Way of payment: 3 instalments (compulsory): 30% upfront, 30% at the shortlist, 40% at candidate signature.

Fee split among the 3 involved Partners, after deduction of 5% for the IESF:

1st instalment (30%): equally split among the 3 Partners

2nd instalment (30%): equally split among the 3 Partners

3rd instalment (40%): goes to the Partners who found the hired candidate

The Assignor remain the point of contact for the Client and consolidate all information/candidates, etc.

Brainstorming Group - IESF Academy – Kirsten

Gloria (MEX), Pia (DEN), Hendrik (BE), Adelina (ROE), Carlos (SP), Seher (TUR)

Goal of the group was to: Generate an idea for *sharing knowledge* of the IESF partners more often – also with the consultants working at the local IESF firms. To *create more value for partners of IESF* as thought leaders on practical knowledge related to executive search n & entrepreneurship.

Together we decided:

1. The topics that need exploring in 2022,
2. At which IESF office/network the expertise is,
3. The way can we share this knowledge with our members and their employees.

Result is:

- A first initial research on the selected topics to develop the Masterclasses in detail.
 - **2022 Academy Calendar** with recorded online events (webinars).
 - Resulting in an IESF Academy Worksheet after each event.
-

2 main topics – Academy 2022

1. Entrepreneurship (for you as an IESF partner/owner your firm):

- Marketing & PR;
- Shareholder structure (ownership) & business transfer to next generation;
- Innovations, new business solutions;
- Motivational speakers or clients to learn from: motivate your employees;
- ...?

2. Our business: Executive Search (the business, the processes, the trends):

- Trends in the field of work;
- Market trends in Executive Search;
- Business case / successful project, with challenges and learnings;
- The importance of researching;
- The importance of networking;
- Successfully assessing candidates online;
- A quality search process;
-?

Planning & Expertise

- We define at least 1 activity each quarter in close cooperation between 2 partners.
 - Always on a **Tuesday at 1 PM CET** – which is the best suitable time regarding all the different time zones our partners are in:
 1. **Masterclass Marketing/PR for Executive Search firms** – Q1 (Chili) Tuesday March 15
 2. **Masterclass Successfully assessing candidates** (online) - Q2 (optional: Spain, Israel) Tuesday May 24
 3. **Masterclass Motivated employees – the key for success** – Q2 (optional: Denmark, Netherlands) Tuesday June 14
 4. **Masterclass Researching: the future of Executive Search** – Q3 (optional: USA, Switzerland) Tuesday September 6
 5. **Masterclass Ownership and Business Transfer to the next generation** – Q4 (optional: Belgium, Germany) – Tuesday October 18
 6. **Masterclass A quality search process: Executive Search learnings from a longstanding professional** – Q4 (optional: Canada, Poland) - Tuesday November 15
-

IESF Academy

An added value for IESF partners and their employees focussing on sharing expertise and developing practical knowledge related to entrepreneurship, executive search, leadership & management. With also the side-effect of thought leadership to our potential clients and future partners.

Mission is to nurture our global network and inspire them with ideas, knowledge and context that promotes best practices in executive search & entrepreneurship around the globe.

Goal: Global Calendar 2022 with topics, instruments and owners & to evaluate end of 2022



Brainstorming Group - Stephan

1. Results will be presented and evaluated at the AGM in Peru
 2. A new brainstorm will be initiated at the AGM in Peru to draft the objectives, tools & services for 2023
-

Closing notes & see you in Peru – September 12th – 15th 2022





Lunch & Visit Copenhill

*Let's walk to Café Petersborg
We're back in the hotel around 4 PM*