The International Executive Search Magazine
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The 2014 Executive Search Survey Results

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SpenglerFox: Non-Compete Clauses Increasingly Seen As Stifling Business Innovation
George Bradt: Onboarding - A Crucible Of Leadership

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In recent months, we have noticed a pick-up in industry conversations on the topic of non-compete and also non-solicitation clauses; particularly in markets like North America, where some legislative debate on the validity of using and enforcing such clauses (i.e. in Massachusetts) are coming to a head. Of course the logic behind such clauses in employment contracts is clear: companies want to protect their intellectual property. However, the over-ambitious use of such legal tools has proven in some cases to stifle business innovation and talent development: with impacts on worker mobility; bogus, if not over-liberal, interpretation of provisions in employment contracts; and brand-detrimetal legal battles.

Below we outline a key points worth looking into when considering integration of non-compete and non-solicit provisions into executive and employee work agreements. We also address issues of concern that impact a wide array of businesses: from UK retail giant, Sainsbury’s, to tech industry leaders such as Amazon and start-ups like Zillow.

What are companies afraid of?
The answer is simple: information. The world has shifted to an information economy, and employee or management added value no longer stems only from team leadership skills or knowing how to operate machines. Competitive advantage is increasingly tied to corporate know-how and intellectual property: code for new apps, tools for data analytics, genome sequencing mechanisms, etc. Key business assets no longer remain location-centric: they move where the employ who built them, or best knows how to leverage them, does. What’s more, in the digital age, lifting of corporate information assets and know-how no longer need be so obvious. In the era of remote or home office constructs, access to valuable information assets is as simple as having a copy of a client database on your tablet or laptop or having copies of contracts on your PC.

Simple works best
So how can you use non-compete agreements to protect your business? For non-competes to be effective, they have to be well-thought-out, reasonable, enforceable and agreed up front. One of the main reasons that courts rule against provisions in non-compete agreements is that they can stifle an employee’s ability to find suitable employment should they decide to leave the company. Key issues that both contracting parties need to look at (and find consensus on) are scope, duration and geographic area. As concerns scope, legal experts recommend serious consideration of such an agreement’s standard purpose, i.e. protection of property. A pragmatic non-compete agreement should ensure that employees cannot walk away with important corporate intellectual property or trade secrets. Simple agreements focused on protecting a company’s intellectual property assets are more often easier to enforce; particularly in jurisdictions that may not recognise non-compete agreements. At the end of the day, courts usually do agree to enforce the protection of property.

Similarly, non-compete agreements should be limited to employees with ownership or partnership stakes; or eventually to senior management levels. In this regard a number of legal
experts argue that blanket or excessive application of non-complete measures tends to stunt growth, limit competition and thwart innovation. Over-aggressive, trickle-down restrictions in agreements can also have more dire consequences such as higher unemployment, forced migration and curbs on career advancement. The majority of legal experts on non-compete agreements consistently put forward the same advice: keep the agreement simple and stick to pre-agreed terms. Convoluted agreements and repeated attempts to amend them only increase the likelihood of future litigation.

A further piece of advice that we see across global markets is that non-competes MUST be tailored to individual cases and circumstances. The company/employer must know going into the agreement what property or assets it wishes to protect and address in the legal contract. On the other hand, the company has to look at what sort of compensation is considered adequate in exchange for adherence to non-compete provisions; an issue that varies greatly between both states (within the US) and countries worldwide. In states such as New York and Florida, continued employment can be considered adequate consideration; whereas in countries such as India and Mexico, there is a similar view to California as regards the enforcement of non-compete agreements. On the contrary, markets like China and Germany tend to be more likely to enforce non-competes and require that companies adhere to national (and EU law in Germany’s case) law governing employee compensation as part of non-compete agreements. Ultimately, this does not mean a single type of agreement for every market where your business operates, but it does mean that you have to review restrictions that individual markets put on non-compete provisions and ensure that your agreements comply to national and international regulatory norms.

What are global markets telling us?

Legal regulation of competition of course varies from market to market. However, our review of publicly-discussed case work shows that companies enter into such agreements with employees mainly to protect what they see as their intellectual property or perceived competitive advantage. Courts around the globe, when enforcing these agreements, are primarily concerned that the spirit and terms of the documents are reasonable. For example, non-competes in South Africa usually encounter the same pragmatism and scrutiny that judges employ in states like California in the United States. Recent practice has shown that employers do not necessarily have the upper hand when they enshrine non-compete measures in employment contracts. Regional experts for southern Africa advise employers to consider the following: a) non-compete restrictions advisable for all or just certain employees (namely executive management), b) double-review whether any restrictive wording in non-compete agreements runs counter to valid legal norms (legal review tends to examine two key issues: are both parties meeting their contractual agreements and does the non-compete place, in any way, restraints on an employee’s right to “be productive and engage in trade or commerce”; a basic right stemming from the country’s constitution, and c) work from experience – i.e. has the business over him- or herself ever encountered non-compete norms that worked against business growth and development?

Mainland China, on the other hand, tends to have more ambiguous labour law and employers have the right to terminate contracts with employees, who have been shown to be working additional jobs with a competitor or whose secondary employment (whether with a competing firm or not) has a noticeable impact on the quality of their job performance: without prior notice or obligation to pay severance. Note, however, that legal norms in Mainland China do place some limits on employers: non-compete agreements with employees cannot extend longer than two years after the employee leaves the company and the restrictions are binding only if the employer provides the employee some form of compensation.

Meanwhile German and French regulation governing non-compete agreements is predictably much stricter and detailed. Employees in these two countries must receive written copies of non-compete agreements prior to commencing employment and, subsequently, in France the employer must duly pay the employee to guarantee that any measures of restraint remain enforceable. In Germany, these conditions call for payment of up to 50% of agreed remuneration (including all fixed and variable payments as well as in kind payments). In both countries should the employer not fulfil mandatory payment of wages/remuneration, then the employee bound by the non-compete can sue the employer for damages and the validity of the agreement can be called into question.

In the Middle East, in the United Arab Emirates (UAE), for example, non-
compete agreements have become common in technology-sensitive sectors; be it ICT or energy, oil refining/drilling, engineering, etc. In such instances companies (as previously stated) are primarily looking to protect intellectual property such as chemical formulas, business and technology processes and even databases with sensitive contacts. Non-compete regulations in the UAE date back to the country’s Civil Transactions Law from 1985. This norm, however, places requirements for reasonable enforcement on employers to ensure fairness in any employee behaviour restrictions; namely, non-competes must be reasonable in their length of validity, geographic scope, future employment restrictions and must enumerate or clarify what the company considers sensitive or proprietary information.

NDAs can prove a better alternative

Some commentary on legal blogs in the US suggests that confidentiality and non-disclosure agreements can prove a better alternative to non-compete agreements. This is because in certain geographies (California, for example), NDAs can fulfill the aim of protecting intellectual property and business interests with the added benefit of enforceability. Aggressive non-compete agreements can render employers subject to litigation under unfair competition norms and eventually mean greater costs in unanticipated fines/penalties.

Some HR consultants also urge companies to look at intellectual property and corporate assets protection through a different optic: i.e. motivate instead of penalise. Given that courts increasingly see non-competes as overly prohibitive, some management consultants recommend that companies put greater emphasis on motivating employees so that they will want to hang around. Experts note that staggered bonuses or equity participation can have a more positive impact on securing intellectual assets than would restrictive measures. Likewise, they point out that over-reaching contracts and fear tactics are of little use, when a new employer, the one buying the trade secrets, is willing to indemnify the new hire.

The alternative to pragmatic use of non-compete agreements is extensive use ad absurdum, which is now leading to employee backlash. Pending court cases in many parts of the USA beg the question: is it really necessary to bind your yoga instructor, camp counsellor, event planner, et al. to a non-compete contract, when a pragmatic, pre-agreed NDA can address the vast majority concerns your company might have about the security if its corporate know-how and intellectual property?

Poor Practice: Changing the Rules as You Go

The state legislature in Massachusetts, USA, is currently debating new laws that would make non-compete agreements illegal. Proponents of the move argue that strict non-compete measures stifle competition. As case in point the Boston-based WBUR 90.9 NPR affiliate cited the case of a young online marketing consultant, who had been offered a job at a new start-up. The employee in question notified his employer, gave sufficient notice per the terms of his employment contract and verified that his new employer did not show up on a company-managed list of firms viewed as potential competitors. When reporting his intent to leave, the man’s boss had not even heard of the start-up company. But then, when it came time to sign all leave agreements, the new start-up was suddenly there: on the banned competitors list.

NDAs: Hot Button Issue for Energy Sector

Recent news stories note that the energy sector is now rife with law suits to protect trade secrets on new fracking and energy refining technologies that allow for business growth in new sectors. In efforts to protect their intellectual property, patented technologies and other trade secrets, companies in the industry are putting new restrictions in labour contracts to prevent the poaching of key executives, geologists and engineers.

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The single, biggest thing that a developer of technology can do to increase the efficiency of the end-user is to make the information and functionality they require available to them whenever they need it, wherever they need it. Suppliers can debate long and hard about the relative merits of “Function X” versus “Function Y”, but if a user needs to access information at home, while on the road or from a client’s PC and is unable to, the argument is moot.

At the time of completing our Executive Search Industry Survey, the 378 respondents had access to an average of 2.94 “electronic devices”. Approximately 87% were using a Windows PC, more than half were using an iPad and more than a quarter had access to an Apple Mac. This matters because over 70% of the respondents said they regularly spent time working outside the office. This is no surprise.

A life in executive search is not one that sits neatly within the traditional 9-5 schedule. Professionals need to be available at the same time as candidates, and that is an increasing challenge when a firm operates cross borders. We have clients in Asia who regularly schedule calls after 10pm with US-based candidates and clients – being tied to the office to do this work is not ideal.

As the head of the largest supplier to the search industry (and publisher of search-consult), I hold my hand up. Over the years, we have failed to meet the need for search professionals to be able to work whenever and wherever they have needed to. Like virtually all of the other sector dedicated suppliers, we have developed PC software and told clients wishing to use a Mac to use Boot Camp, Parallels or something similar. Like many others, we have developed mobile apps that allow users to look up information from an iPad, a phone or another mobile device, but we have failed to handle the core requirement of mobile users – logging emails on the run. I’m delighted to say, however, that we have spent the last few years developing a solution that delivers what we previously failed to – and that new solution is known as FileFinder Anywhere.

The FileFinder Anywhere suite is an array of tools that allow users to access business information and key FileFinder functionality whenever and wherever they need it. It is made up of an upgraded Desktop App, two new Outlook Apps, a new Browser app and our classic Mobile app, each of which is uniquely designed for its delivery platform.

The launch of FileFinder Anywhere means that a consultant can manage their inbox on the iPad while commuting to the office, using our new Office 365 Outlook plug-in. Upon their arrival to the office, they can research LinkedIn via our unique Research Zone, part of the Desktop App. They can make calls, and using our new Outlook Desktop App, they can manage emails. After lunch, they can head out to see a client, making a call from our Mobile App on the way. At the client’s office, they can connect to FileFinder from a client’s machine through our new Browser App in order to view a candidate list. When the consultant gets home, they can work from a Mac, again using our new Browser App.

FileFinder Anywhere provides 24/7 access to critical business information, makes it easier to manage communication and makes it easier to research candidates. We believe that by implementing it, you will make your teams more productive and ultimately your business more successful.

By the time you read this article, FileFinder Anywhere will be available and in use around the world. For further details, visit www.dillistone.com or email sales@dillistone.com to book a personal demonstration. If you would like a quick overview of the product but do not want a full demonstration yet, I hope you will join me at one of the upcoming webinars listed on the next page.

Join one of our webinars to learn more:

**Wednesday, September 10, 2014**
3.00-3.30pm New York time  
12.00-12.30pm Los Angeles time  
4.00-4.30pm Rio de Janeiro time  
**Register at:** https://www1.gotomeeting.com/register/269723793

**Thursday, September 18, 2014**
3.00-3.30pm Hong Kong time  
5.00-5.30pm Sydney time  
**Register at:** https://www1.gotomeeting.com/register/807629161

**Thursday, September 18, 2014**
10.30-11.00am London time  
11.30am-12.00pm Frankfurt time  
**Register at:** https://www1.gotomeeting.com/register/336071808

**Tuesday, September 23, 2014**
12.00-12.30pm Hong Kong time  
2.00-2.30pm Sydney time  
4.00-4.30pm Auckland time  
**Register at:** https://www1.gotomeeting.com/register/950577337
Does this list look familiar?

11 February 2015

Executive Search to-do list

7am - Check and reply to emails on the train.
10am - Candidate research in the office
3pm - Client meeting at their office
8pm - Call candidates from home

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Onboarding is a crucible of leadership. This is true both for hiring managers and for their new employees. New employees must assimilate into teams and organizations while, at the same time, improving those organizations. This is two-way transformational leadership as organizations transform new employees while new employees are transforming the organizations they are joining. Executive search consultants play a critical role throughout this crucible well beyond the search itself.

For their part, hiring managers (direct supervisors of new employees) must be initiators, drivers and supporters of those transformations as part of their fundamental responsibility to inspire and enable others. For hiring managers, bringing new employees into their teams or organizations is one of the most important investments they make with some of the highest potential impact. Yet, in my experience, it is unconscionable how many hiring managers do not take this as seriously as they should.

As executive search consultants, you can and should help change this. You can weigh in at different steps along the way, leveraging your knowledge and experience and some relatively simple tools to guide and facilitate some of the most important things hiring managers and their new employees must do.

**Hiring Managers’ Roles in Onboarding**
- **Producer** – Assemble resources. Align stakeholders. Pivot off Total Onboarding Plan.
- **Director** – Partner with new employee to map out Personal Onboarding Plan.
- **Stage Manager** – Announce, introduce, and support behind the scenes.

Digging into hiring managers’ roles in acquiring, accommodating, assimilating and accelerating new employees, it is useful to think about what they do across three phases. At first, hiring managers are producers, assembling resources for success. Then, they act as directors, working with new employees to map out onboarding plans. Finally, hiring managers become stage managers, working behind the scenes to support new employees’ efforts.

The best executive recruiters go beyond the obvious role of talent scout during the producer stage to play active roles as consultants and advisors throughout the process.

**Producer**

“If I’d known then what I know now, I never would have accepted this job.”

In our work onboarding executives, we hear this when hiring managers fail in their role as producers. Sometimes hiring managers aren’t clear on what their new employees’ roles should be. Sometimes hiring managers fail to align other stakeholders around roles before starting to recruit. Sometimes hiring managers fail to help candidates fully understand roles before accepting offers. Any one of these is a recipe for disaster.

Job 1 for hiring managers is to clarify expectations of new employees, especially about deliverables and interdependencies. Out of this clarification comes the required strengths and a Total Onboarding Plan; mapping out the steps of acquisition; accommodation, assimilation and acceleration; responsibilities for the various efforts; and a timeline of when they are going to be completed.

This is an extremely high value-added area for executive search consultants. Help your clients get these expectations and timelines clarified. In particular, guide them through the development of a full-blown recruiting brief. Additionally help them create a Total Onboarding Plan that lays out the critical steps in the process.

Job 2 is to get others aligned around those expectations and the Total Onboarding Plan—before starting to recruit. This is often hard work. It almost always slows down the start of recruiting. But the payback in terms of reduced risk of failure for the new employee and the organization and acceleration of results is huge. If I could wave my magic wand, no one would ever let anyone start recruiting anyone ever until key stakeholders were aligned around all aspects of a cohesive Total Onboarding Plan.

As an executive search consultant, you should do the same. It’s going to require courage to hold up the beginning of a search until you’re sure the key stakeholders are aligned around the recruiting brief and Total Onboarding Plan. You may even lose some clients. But
the impact on the results of the people you place will be meaningful.

Job 3 is partnering with candidates to make sure they know what they are getting into before accepting offers. We’ve seen too many Pyrrhic victories where hiring managers closed sales that they never should have closed. We strongly suggest that hiring managers and executive search consultants actively help candidates do real due diligence between getting offered and accepting the job.

Either of two scenarios may occur. Scenario No.1 is that candidates do their due diligence and turn down offers. I understand that this is counter-intuitive for many search consultants; but this is a good thing because anything candidates can discover in a couple of days of due diligence, they would have discovered in their first couple of weeks on the job. Far better for them to decline the offer than to start and quit. Scenario No.2 is that candidates do their due diligence and then accept the offer. This starts manager/subordinate relationships off as partnerships instead of as buyers/sellers.

**Director**

No one hires people because of their strengths in onboarding. They hire people to deliver results that organizations can’t deliver without them. Why then would anyone take a sink or swim approach to onboarding a subordinate? It is in everyone’s best interest for hiring managers to do what it takes to help their new employees succeed over the short and long term.

As an executive search consultant, you should take full responsibility for making sure this happens. It’s not about placing a candidate. It’s about placing the right candidate and doing everything you can to assure their success.

Co-creating Personal Onboarding Plans is how onboarding accountability is handed off from hiring managers to new employees. Hiring managers are best equipped to provide input and direction about stakeholders, messages and priorities for the Fuzzy Front End before day one, and new employees’ first 100-days. New employees have to make things happen. This and getting alignment behind Total Onboarding Plans upfront are two essential points of inflection for successful onboarding.

**Stage Manager**

After handing off Personal Onboarding Plans, most hiring managers’ work is behind-the-scenes. Like stage managers, hiring managers’ main priorities are things that happen around the actors on stage: setting the stage and providing resources and support for their new employees.

Hiring managers should be accountable for accommodating new employees by making sure they can do work on day one—even if there is a system in place to do this.

Managing the announcement cascade well can be particularly helpful. Who hears about new employees—from whom and when—can make a big impact on how they feel about new employees. In many ways, the first step for hiring managers to assimilate new employees is through proactively introducing key stakeholders to them.

Resources and support to help new employees accelerate progress often include mentors and coaches beyond hiring managers as well as outside transition accelerators as appropriate. However, new employees’ most important relationships are always the ones with their hiring managers.

Help your hiring managers. Have an accommodation checklist they can use. Help them map out the announcement cascade. Have a list of coaches and transition accelerators you can recommend.

**Onboarding Leadership**

Onboarding is more successful when hiring managers and new employees each take leadership roles in the efforts. Leadership is about inspiring and enabling others to do their absolute best, together, to realize a meaningful and rewarding shared purpose.

Just as executive search done right involves far more than just searching and selection, onboarding is not about acquiring, accommodating, assimilating and accelerating new employees. Those are merely steps on the way to realizing a shared purpose. This is why onboarding is a crucible of leadership for all.

**Note:** This is adapted from Onboarding – How to Get Your New Employees Up to Speed in Half the Time (Bradt and Vonnegut, Wiley 2009) and The New Leader’s 100-Day Action Plan (Bradt et al, Wiley 2011).

George Bradt has led the revolution in how people think about starting up in new jobs. He progressed through sales, marketing, and general management roles around the world at companies including Procter & Gamble, Coca-Cola, and J.D. Power’s Power Information Network spin off as Chief Executive. Now he is a Principal of CEO Connection and Managing Director of the executive onboarding group PrimeGenesis. He is a graduate of Harvard and Wharton (MBA), author of five books on onboarding including The New Leader’s 100-Day Action Plan and First-Time Leader, a weekly column on Forbes.com: The New Leader’s Playbook, and five musical plays (book, lyrics and music).

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The results of search-consult’s recent Executive Search Industry Survey suggest the future of the industry is looking brighter.

378 executive search and talent acquisition professionals from across the world, including those from small and large search firms, participated in the survey, which focused on operational and strategic issues in executive search, including candidate sourcing, industry threats, cycle times and technology usage in the search process.

35.2% of respondents were based in North America, 9.4% in others parts of the Americas, 9.7% in the UK, 20.7% in Europe (exc UK), 2.7% in the Middle East, 1.1% in Africa, 11.6% in Asia and 9.7% in Australia/New Zealand.

Approximately half (47.4%) of the respondents said they were from dedicated retained executive search firms. 70% of total respondents were at partner level.

By Dharmisha Patel

Which of the following best describes your position?

- I am a Partner or business owner
- I am a Consultant
- I am a Researcher or Associate
- I am an Administrator
- Other (please specify)

Which of these statements best describes your firm?

- My firm is a dedicated retained executive search firm
- My firm offers retained and contingent executive search
- My firm offers contingent executive search only
- My firm provides a range of recruitment services, including executive search
- My firm is a research firm
- I undertake recruiting on behalf of my employer, which is not an executive search firm
- Other / I don’t know

Thanks to everybody who took the time to participate in the survey. As promised, one ticket for the World Executive Search Congress taking place on March 9-10, 2015 in Las Vegas has been drawn and the winner has been notified by email.
According to the survey results, approximately two thirds of search firms have less than 10 employees, suggesting that respondents are a fair representation of the wider executive search market.

Executive search firms over the next 12 months

Part One of The Association of Executive Search Consultants’ (AESC) 2014 State of the Retained Executive Search Industry report states “in recent years, in spite of adverse economic forces following the world financial crisis, demand for high level executive search has remained resilient and demand is roughly back to the all-time peak of 2008.” Data from the AESC’s second quarter report on the worldwide executive search industry indicates quarter on quarter revenue growth of almost 10% and a year on year growth of 11%. The data also shows the number of search assignments has increased by 4% both year on year and quarter on quarter, representing what the AESC says is “a reversal in the recent trend of fewer assignments albeit of greater value.” The positivity of the AESC’s findings is reflected by the answers to our survey question ‘How do you anticipate your business will change over the next 12 months?’.

63% of respondents said they anticipate their firm will complete more executive searches than in the preceding 12 months. Justin Kane, Founder, Woodbridge World Wide, US, was one of those respondents. He said: “We are also growing, so we anticipate adding additional desks.” Furthermore, 28% of respondents stated said they expect their firm to complete a similar number of executive searches, whilst only 9% believe that fewer assignments will be completed.

The search process

Firms are increasingly using KPI metrics to monitor everything from cycle time to placement rates. Management consultant, professor and writer Peter Drucker once wrote: “If you can’t measure it, you can’t manage it.” By measuring the performance of their firms, search firm owners can better manage their businesses.

75% of survey respondents said their firm monitored placement rates (what percentage of projects which they begin are completed successfully), 69% stated cycle time (time taken from “starting” a project through to a certain stage - typically the shortlist stage), 44% said candidate ratios (how many candidates on average are required to reach a successful placement) and 49% stated KPIs relating to financial performance. Of course, search firms are not the only ones who monitor search firms’ performance. Increasingly, sophisticated buyers of search services are tracking performance of external suppliers and comparing them with internal teams. Indeed, some firms are apparently pooling this information, according to a whitepaper published by Caroline McLure of ScoutRock. In the whitepaper Ms McLure said: “The leaders of in-house executive search are not only tracking their own performance, but that of search firms as well. They are heralding their own performance data against firms’, and they are benchmarking this data with their peers in other companies.

“As a group, the leaders of in-house executive search are establishing a global picture of search firms’ competitive performance. Over time, it will be increasingly obvious who the high performing firms and consultants are within the search market.”

At the time the survey was conducted, the majority (60.8%) of respondents were working on two to five assignments, while 4.3% were working on one, 5.9% were working on six, 23.9% were working on seven or more and 5.1% were not working on any assignments.

The survey results show that 57% of search assignments identify up to 40 candidates, whereas 39% identify 41-150 candidates and 4% identify 151+ candidates.
According to the survey results, an average of five candidates are shortlisted and presented to the client, with some firms proposing as many as 20 candidates. Almost half of shortlisted candidates are sourced by speaking to references in the industry, whereas 16.7% are sourced from LinkedIn.

Jennifer Bargrove, Principal Consultant, VMA Executive, UK, said: “The most successful qualification of candidates is recommendation; however, if we are good at our role, we will know the candidates from time in the specialism.”

Brian Clarke, Managing Partner, Kensington International, Inc., US, typically finds most shortlisted candidates via various avenues. He commented: “It’s really a combination of our database, sourcing around the industry, LinkedIn, and third party research.”

Minna Felig, Partner, Director of Recruitment Services, Smartjob, Ltd., Israel, said: “Former candidates recommend good candidates to us.”

The majority of search professionals (53.7%) said they typically find most of their placed candidates through sourcing around the industry. Although LinkedIn plays a role in the sourcing and contacting of candidates, less than 13% of search professionals said their placed candidates are sourced through it. This is a point that the search industry would do well to highlight – with many corporations believing that LinkedIn is a substitute for the services of a professional search firm, the fact that so few candidates come from this source is startling.

Our findings show that the average time typically taken to complete a search (from the confirmation to a candidate accepting the offer) has decreased from 90 days, which has been the average time for the past few years. The majority of respondents (70%) said they typically complete a search within 60-80 days.

Technology in executive search

72% of those surveyed spend time working away from the office. More than 40% believe technology that facilitates remote working would make them more efficient. Respondents have access to an average of 2.94 electronic devices. 87% use a Windows-based PC whereas 25% use an Apple Mac. 67.5% have access to an iPhone, and over 50% use an iPad. Cloud-hosting of databases is increasingly popular, but the majority (87%) of respondents said their databases are hosted internally. Of those that do not host their database in the cloud, over half would consider hosting it there, whereas 20% would never consider the option.

When asked which recruitment software/CRM/ATS/executive search management system they primarily use, 25% of those surveyed said they use FileFinder. It should be noted that search-consult is a Dillistone Systems publication. We sent the survey to over 12,000 search professionals worldwide and promoted it extensively via social media, so the findings should be inclusive – but there is an argument that Dillistone Systems’ clients may be more inclined to respond to a Dillistone Systems survey than would users of other software products. This might exaggerate the FileFinder market share, which we estimate is closer to 20%.
More than half of the respondents said their firm has been using the same platform for more than five years. Given the level of technological change, this statistic suggests a good level of service is being delivered by software suppliers.

Perceived threats to the industry

According to the results of our survey, contingency recruitment, economic changes, in-house recruitment functions, the use of social media (including LinkedIn) and poor performing or unethical search consultants are seen as the biggest threats to the executive search industry.

In response to the question "What do you consider the biggest threat is to the executive search industry?" one respondent from the UK said: "In-house recruitment teams and the belief amongst clients and their HR departments that technology combined with social media (LinkedIn etc.) will provide a similar or superior solution to the bespoke service we provide."

Jagjeet Dhaliwall, Managing Director, Principle Partners Pte Ltd, Singapore, said: "In-house recruiters using LinkedIn to go direct to candidates. That will literally kill the executive search industry within the next 2-3 years."

A search professional from Malaysia said: "[The] biggest threat would be more clients adopting a recruitment strategy of using internal resources and developing their own referral incentive programs. This certainly has a major impact on the usage of executive search services!"

Patrick Ropella, Chairman, The Ropella Group, US, believes "worrying about threats" is the biggest threat to the industry. He said: "In thirty years I have heard every threat imaginable from Monster.com, to LinkedIn, to corporate HR teams; other than 9/11 and the great recession, our firm continues to thrive and grow and we constantly improve what we do and how we market what we do - so we simply don't worry about the future - instead we adapt to it."

Some search professionals see no threat to the industry at all. Patricia Zahr, Managing Partner, Near East Consulting Group, Lebanon, said: "[There is] no big threat; for tough mandates, clients will still use executive search companies despite everything."

Steve Johnson, Director, JA Search, Australia, said: “There is no threat to the core elements of the search industry if one specialises in a function or industry. Generalists will be increasingly threatened by LinkedIn, because they fundamentally may not bring specialist networks, knowledge or contacts to the equation for the client.”

With growing demand for executive search services, the industry is unquestionably recovering from the recession. The findings of our survey and the AESC’s 2014 State of the Retained Executive Search Industry report suggest the search industry faces a brighter and exciting future.

Overall it is an exciting time for the executive search industry, which is unquestionably recovering from the recession, with demand for high level executive search roughly back to the all-time peak of 2008 as stated in the AESC’s 2014 State of the Retained Executive Search Industry report. Our findings show that executive search professionals believe that the industry does, however, face challenges posed by contingency recruitment firms, poor performing or unethical search consultants and the creation of in-house talent acquisition departments using social media such as LinkedIn to source candidates, as well as possible changes in the economy.

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**Internet Research Techniques for Executive Recruiters**

**Online | Classroom | In-house**

The course is designed to teach Executive Researchers and Consultants basic Internet search skills (including basic Boolean commands, X-raying to search through websites, using People Search Engines and automating your searches) and advanced techniques such as finding email addresses and contact details, lists of people, how to source candidates from Facebook and Twitter, how to search through all elements of a webpage and much more!

**COURSE DESCRIPTION:**

This training session is designed to teach Executive Search professionals:

- How to use Boolean searches on Google and Bing and what different results to expect.
- How to search the ‘deep web’ - information not indexed by search engines.
- How to conduct X-ray searches to find candidates, resumes, biographies or profiles.
- How to use innovative methodologies to reveal the brightest talent and how to reach out to them quickly.
- How to find full names of people who are not in your LinkedIn network and how to contact them.
- How to use basic search skills effectively: “quote marks”, stop words, and more.
- How to discover hidden profiles.
- How to find specific details: locate email addresses, find conference attendees and more.
- How to search on Twitter, Amazon, Facebook.

For upcoming dates, please visit [www.search-consult.com/internetresearch](http://www.search-consult.com/internetresearch)

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* 10% discount for FileFinder clients with a valid support or ASP contract.
The Research Practitioner Skills Day (#researchskillsday) differs from other big training events in that attendees will be split into small groups for each breakout session. This approach means that attendees have opportunities for role play and to ask lots of questions and enables trainers to better address each individual’s needs.

Feedback from previous Research Practitioner Skills Days:

“Organised very well and so run very smoothly. Informative and fun. Some very useful information which I will certainly incorporate into my day to day searching.” - Louise Edgar, Michael Page International

“Really well organised, very lively and passionate trainers. I learnt a lot, and even when I already knew something, it was really useful to benefit from a ‘refresh’.” - Julie Fernandes, Hays Executive

“I liked the idea of having 3 small groups instead of having everybody in one room all of the time. The quality of all presentations was very good.” - Hans Fiedler, placementgroup

“Excellent! I am so happy that I took this course. After almost 15 years in the search business, it was great to learn new things!” - Marja Paanlainen, IMS Talent

“Completely new information and useful tactics on sourcing candidates.” - Stan Williams, Taybridge Associates

“Fantastic, busy, informative day which was great for new researchers and old!” - Keira Whitmore, Executives in Africa

Group Sessions include:

- **Best Practice in Search Strategy - Getting a Fast Start (Carol O’Driscoll)**
  Carol O’Driscoll is the former Research Director, Europe, for Russell Reynolds Associates.

- **Approaching the Candidate (Francesca Lahiguera)**
  Francesca Lahiguera has spent 15 years in the executive search industry, including a number of years at Heidrick and Struggles and several years as a trainer for search-consult.

- **Getting the Most Out of the Internet and LinkedIn (Lois Grimshaw)**
  Lois has trained hundreds of executive search professionals across Europe. She is now acknowledged as one of Europe’s leading trainers on Internet Research Techniques.

- **Ask the Experts!**
  The day will end with a question and answer session whereby the three facilitators will utilise their knowledge and experience to answer questions from the audience. This will be a great opportunity for attendees to find answers to their questions and solutions to the challenges they face day in, day out.

Early Bird Price

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<tr>
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<th>£399 / €482 / US$655 + UK VAT (if applicable)</th>
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<tr>
<td>Standard Price after 6 October:</td>
<td>£499 / €605 / US$825</td>
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Limited number of seats available!

To book, simply fill in and fax back the booking form to +44 (0)20 7729 6108 or +1 (201) 221-7518. For enquiries, please email marketing@dillistone.com
AGENDA

8:30am - Registration and NETWORKING COFFEE
9.15am - Welcome Remarks & Sponsor Presentation

9.20am - 11.00am - Session 1

11.00am-11.25am - NETWORKING BREAK

11.25am – 12.55pm - Session 2

12.55pm – 1.45pm - LUNCH and NETWORKING BREAK

1.45pm - 2:00pm - FileFinder Anywhere Demonstration (optional)

2.00pm – 3.30pm - Session 3

3.30pm – 4.00pm - NETWORKING BREAK

4.15pm – 4.45pm - Ask the Experts - PANEL DISCUSSION / Closing Remarks

BREAKOUT SESSIONS DESCRIPTIONS

The Research Practitioner Skills Day differs from other big training events in that, for the three breakout sessions, we will work in groups. Here is a synopsis of the three group sessions you will rotate around as well as a joint session further below:

**Quality in the Search Process**
*Why should your Consultant and Client see this Candidate? (Carol O’Driscoll)*

How often do you really check on the backgrounds of your candidates? Do you take what they say at face value? How often do you get a confidential third party view before you present a candidate? Remember: your clients can also check publicly available information - we need to be extra thorough! In this session we will cover quality in the search process, using your judgement to calibrate candidates, due diligence using publicly available information and referencing techniques. This session will help you to provide a more thorough service to your clients and enhance your reputation for quality.

**Planning Your Search (Francesca Lahiguera)**

An effective search means planning and focus. During this session, you will learn how to:

- Get the information you need from your client’s briefing
- Use the ‘acid test’ to focus your research on relevant candidates and evaluate them effectively
- Prepare a search timeline and keep your clients and candidates on track
- Get past gate-keepers to reach candidates and create interest in your search.

**Getting the Most Out of the Internet and LinkedIn (Lois Grimshaw)**

This 90-min session will cover the following:

**Part 1: Internet Search Techniques**

- Basic Skills
- Google vs. Bing
- Finding High Profile Candidates
- Finding Details
- ‘Outside the Box’ Searches
- LinkedIn
- Social Media

**Part 2: Getting the Most out of LinkedIn and Other Social Media**

- Why LinkedIn?
- Presentation is Everything
- Grow Your Network
- Other Social Media

To book, please visit www.search-consult.com/Research2014
This year, SGA Talent - Sheila Greco Associates is in its 25th year of helping companies recruit top talent. Since our inception in 1989, we have continued to keep our commitment to helping clients achieve hiring goals.

For this, our Silver Anniversary, we celebrate our history as a symbol of our strength, our longevity and our continuous ability to deliver results that keep clients coming back to us year after year.

As a way to say thank you, The SGA team is hosting a Cocktail Celebration in Manhattan for our Executive Search Friends.

Where: The Omni Berkshire Place Hotel
21 East 52nd Street New York, New York

Date : October 15, 2014
Time: 5:30-7:30 pm

Again thank you for the first 25 years and here is to the next!

Please take a look at our video testimonials from a few of our clients or go to www.sgatalent.com

RSVP to Tere Masters by October 10th
(518) 843-4611 Ext. 226 or via Email tmasters@sgatalent.com
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Complimentary VIP pass to the red carpet event at the ODEON Covent Garden

FileFinder Anywhere


You are cordially invited to join us for bubbly and canapés to celebrate the launch of the highly anticipated FileFinder Anywhere, a unique combination of four platforms – Desktop, Mobile, Browser and Outlook – that allows Executive Search users to access their information anytime, anywhere.

Join us on the red carpet at the Odeon Covent Garden for an industry-first cinematic FileFinder Anywhere experience and a chance to network with fellow Executive Search professionals.

Odeon Covent Garden
135 Shaftesbury Ave, London, WC2H 8AH
Tuesday 7 October 12.00-1:30pm

The event is free to attend, but registration is essential. Please RSVP by 30 September to redcarpet@dillistone.com. Places are strictly limited (first-come, first-served).