

BusinessWeek

THE WORLD'S MOST INFLUENTIAL HEADHUNTERS

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THE WORLD'S MOST INFLUENTIAL HEADHUNTERS

BusinessWeek brings you the Top 50 within the business world

You can't get to the top without the headhunters. That's as true for businesses as it is for established and emerging leaders. The world's top headhunters control access to the lion's share of C-suite succession and leader-replacement searches for the world's largest corporations. Their influence also extends to the top ranks of the most ambitious smaller companies, which understand how crucial top talent is and are willing to pay for it.

That's why *BusinessWeek* has introduced its exclusive database of the world's most influential headhunters, with comprehensive information on 50 of the top global executive recruiters. So what is it that separates these executive recruiters from the rest? *BusinessWeek* considered a number of factors in selecting these 50, including their individual reputations; their years of headhunting experience; the global scope of their recruiting practices; their accessibility and responsiveness; their high visibility within the client markets they serve; the recognition they enjoy within their firms and/or global executive search communities.

MATCHMAKER, MATCHMAKER

It is important to note that their individual reputations are often the most important reason that corporations engage these headhunters. And while these 50 include some of the world's best, given the global influence and size of the \$10 billion executive headhunting market, more will soon be profiled by *BusinessWeek* to expand this already impressive list.

Who are the most powerful talent brokers? They include former management consultants, corporate human resources executives, authors, boardroom advisers, graduates of the world's most elite business schools, entrepreneurs, philanthropists, and trusted confidants

of the world's most powerful business leaders. They are almost universally workaholics and globetrotters with a passion for the business of executive matchmaking, an affinity for socializing and peering deep into the human psyche, and a finely honed instinct for fitting candidate and company.

Thirty-one of the first 50 headhunters profiled herein hail from North America, the world's largest market, for their refined talent-spotting abilities. Many of them recruit for industries—such as financial services, consumer goods and services, technology, retail, and manufacturing—that have long relied on external talent to drive performance and fulfill senior leadership functions including the most prized C-suite posts.

WIDE RANGE OF INFLUENCE

And given its recent recruitment of two especially influential headhunters from competing firms, NYSE-listed Korn/Ferry International (KFY) takes the lead with seven headhunters on this initial list of executive recruitment power brokers.

If they hadn't pursued the business of corporate headhunting and weren't busy recruiting the most powerful business leaders, they say they would have otherwise pursued careers as venture capitalists, musicians, lawyers, politicians and teachers, among other professions.

Together these 50 headhunters recruit the lion's share of CEOs, presidents, and board members at the world's largest and most prestigious corporations. They exert massive influence the world over.

WHAT TO LOOK FOR IN A LEADER

Even though the recruiters have a number of traits in common, they have fascinatingly different perspectives on what they're looking for in leaders, what advice they would offer, and what global

business trends will influence corporate performance. "Be exceptional and we'll find you" is what Senior Chairman Gerard R. "Gerry" Roche of Heidrick & Struggles (HSII) tells today's emerging corporate leaders.

"Focus on and balance what is good for stockholders, clients, and the talented people in your organization, and do what is right for them," advises President and CEO Christopher J. Clarke of Boyden World. Do that, he contends, and "Your rewards will follow."

Judith M. von Seldeneck, chairman and CEO of Philadelphia-based Diversified Search Ray & Berndtson, says that while senior leaders are facing increasing pressure for performance from a variety of sources, what matters is keeping oneself grounded and vested in continuous learning. "Have confidence in what you know and bet on it," von Seldeneck advises, "but keep a constant vigil on what you don't know and figure out how to best learn it sooner rather than later."

Given their wide acknowledgment that the demands of corporate leadership are more intense now than ever before, ask any of these especially influential headhunters about what it will take to bring the right stuff for your dream job and you'll get a different answer every time. John Peebles, professional director of his own Auckland (New Zealand)-based John Peebles Associates, says the essentials that he looks for in senior management candidates include, "Passion for the goal, sound functional skills, bottom line orientation, the ability to effect change through people, and proven success."

Ignacio Bao, chairman of Signium International, the global executive search practice formerly known as Ward Howell International, says he recruits based on similar leadership traits. "I typically look for candidates with positive energy

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and the ability to energize others. They are extroverted and optimistic. They thrive on action, relish change, and have the ability to go, go, go. They pull, they don't push. They inspire and they influence. My ideal candidates also have the ability to execute—to get the job done."

LOOKING AHEAD

The world's most influential headhunters will continue to shape the companies—and the executive careers—of the future.

But depending on the companies they serve and the niche markets in which they operate, they have divergent views of how their work and the business of work in the 21st Century will have an impact on corporate performance, careers, and the global economy.

They point collectively to a variety of issues—such as globalization, environmental sustainability, advances in technology and, perhaps not surprisingly, to the demographic shifts they believe will intensify their search for superior, senior management talent—as the global business trends that will most influence corporate performance in the future.

But their over-the-horizon view of things to come also reflects their rather

insightful perspectives about where global business is going, and what you should consider as you try to find your optimum place in it. You'll be well served by considering the predictions of these especially well-connected headhunters:

- Dennis Carey, a Philadelphia-based senior client partner with Korn/Ferry, says, "Public policy on trade issues and the global flow and cost of capital" will sort the winners from the losers—and invariably shape the search for successful leaders—for years to come.

- Louisa Wong-Rousseau, group managing director of Hong Kong-based Bó Lè Associates, says: "Diversity and generation gaps" will bring the most pressure on global companies.

- Edward Kelley, the London-based chairman and CEO of Edward W. Kelley & Partners, predicts that the global business trend that will most influence corporate performance is getting the strategy right for the key emerging markets of India and China.

- Trina Gordon, chairman of Boyden World Corporation, from the firm's Chicago offices, counters however that as pressing as many of these global issues are, some of the biggest chal-

lenges ahead go to the core of individual businesses—and leadership—around the world. "The importance of safeguarding corporate values and purpose will define and differentiate your company with customers, employees, and competitors," Gordon predicts. "The accelerating pace of global change will necessitate consistently driving progress without losing sight of those values."

As a *BusinessWeek* reader, you're invited to use the accompanying slideshow and recruiter profiles to begin to identify the most influential headhunters and plot your most direct route and potential referrals to them. If you're deeply experienced and expertly skilled, you may just identify the person who can help take your career to the next level, and in so doing forge a relationship with those who control access to the best and most important executive jobs in the world.

By Joseph Daniel McCool

Joseph Daniel McCool is a writer, speaker, and advisor on executive recruiting and management succession best practices.

THE WORLD'S MOST INFLUENTIAL HEADHUNTERS

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Advice: Obtain international experience, living and working in another continent. Stay in contact with the leading executive search consultants; take risks; balance your life; work, family, friends, hobbies, interests, etc.

Qualities sought in emerging leaders: Track record of exceptional (financial) results; passion for the business and the company the candidate is working for; creativity and innovation; understanding of the "global village"; and chemistry and fit between the client and candidate.

Sector specialization: No specialty

Job function specialization: Nonexecutive/executive board members, CEOs, CFOs

Geographical Focus: Global

Companies I often recruit for: Confidential

Favorite historical figure: Albert Einstein

Education: Univ. of St. Gall, Switzerland, MBA 1973, PhD 1978; Univ. of California, Berkeley, postgraduate studies; Center for Creative Leadership, Greensboro, N.C., 1974-75; Owner/President Management Program (OPM), Harvard Business School, 1999

Languages: English, German, Norwegian, Danish, Swedish

Employment history: Dr. Bjørn Johansson Associates, Founder, Chairman, and CEO, 1993 to present; Paul Ray & Carré Orban, President, International, 1991-93; Korn/Ferry, Managing Director, Board Services, 1990-91, Senior Officer, 1986-91, and Managing Director, Switzerland, 1985-89; Spencer Stuart, VP, 1980-85

Other interests: Travel, sports, reading, music, culture, nonprofit activities

Professional/Membership Affiliations: Harvard Business School; IMD; Univ. of St. Gall, Switzerland; Nordic Executive Club, Switzerland; Swiss-American Chamber of Commerce

Experience in executive search consulting: 27 years

High Profile Placement: CEO and board member, \$80 billion company, 2007

Other paths I might have pursued: University professor teaching creativity and innovation

The global business trend that will most influence corporate performance in the future: Coping with new emerging markets, i.e., China, India, and Russia; leadership in innovation and creativity; better understanding between politicians, business leaders, and NGOs, especially on issues such as the environment and global warming.



THE 50 MOST INFLUENTIAL HEADHUNTERS IN THE WORLD

In selecting the recruiters for our exclusive list of the World's Most Influential Headhunters, BusinessWeek considered a number of factors in selecting these 50 executive recruiters, including their individual reputations; their years of headhunting experience; the global scope of their recruiting practices; their accessibility and responsiveness; their high visibility within the client markets they serve; the recognition they enjoy within their firms and/or global executive search communities.

Please note that except where indicated, the information was provided in response to a BusinessWeek survey. We included the very few recruiters who declined to participate because of their prominence and importance in the field. The information for them was gleaned from various sources, including company Web sites and other public information. Those designated with an * are the ones who declined to participate.

Name	Title	Firm	Sector	Function	Geo Focus	Recruit for
Ulrich F. Ackermann	Managing partner, board member	Transearch Intl. Deutschland	Consumer goods, financial services, IT and professional services, auto industry, board services	C-suite, consulting firm partners	Europe	Adidas; JPMorgan Chase; IBM; PricewaterhouseCoopers
Ignacio Bao	Chairman	Signium Intl.	Investment banking, private banking, private equity, law practice, consulting	Board directors, CEOs, law/consulting senior partners, CFOs, senior bankers	Europe	BBVA; Santander; PricewaterhouseCoopers; A.T. Kearney; Ernst & Young
Robert L. Benson	Chairman	Slayton Search Partners	Board consulting; Financial services: insurance, banking, investment management; Industrial: power generation	Board directors, CEOs, marketing, HR, business development/strategy	North America, Western Europe	General Electric; ACE Ltd.; UNUM; Shawmut Bank; Prudential Life
Dennis Carey	Senior client partner	Korn/Ferry Intl.	All industries and sectors	Board directors, CEOs, senior executives	Global	Tyco; 3M; Northrop Grumman; GlaxoSmithKline; Sprint Nextel/Embarq
Jim Citrin*	Senior director	Spencer Stuart	Technology, communications and media; hotels; private equity, financial services	CEOs, CFOs, board directors	North America	Yahoo!, Microsoft, Eastman Kodak, Starwood Hotels
Christopher John Clarke	President, CEO	Boyden World	Executive search	Board effectiveness, executive search	Global	Boyden World
Michael James "Jim" Conroy	Chairman, founding partner	Conroy Ross Partners	Energy, nonprofit, financial	Board directors, executives, CFOs, marketing, business development	Primarily Western Canada	Nexen; Burlington/ConocoPhillips; Western Oil Sands; Plains Marketing; Verenex
Peter D. Crist	Chairman	Crist Associates	All sectors and industries	C-suite, board directors	U.S.	McDonald's; Kraft Foods; Allstate; McKesson; Ecolab
Julie Hembrook Daum*	Practice Leader, North American Board Services	Spencer Stuart	Board services, diversity, education and nonprofit, financial services, private equity	Board directors	North America	Delta Airlines, Tyco spin-off companies, American Express, General Mills, The New York Times
Sylvain Dhenin	Managing partner	CTPartners	Professional and IT services, manufacturing and energy, private equity, technology, telecommunications	CEOs, business unit managers, HR, partners, CIOs	Europe	Cargemini; Alstom; Areva; IBM; Thomson
Bruce Dingman*	President	The Dingman Co.	NA	CEOs/Presidents/General Managers; CFOs; Board of Directors; COOs; VPs	Global	Pleasant Travel; Herschend Family Entertainment; Azusa Pacific University; Strongtower Financial; Jones Lang Lasalle
Claudio Fernandez-Araoz*	Partner	Egon Zehnder Intl.	All	NA	Global	NA
Claudio A. Feraud	Regional VP, Latin America	Stanton Chase Intl.	Financial services	C-suite, directors, upper management	Argentina, Uruguay	Toyota Credit; Amadeus; NCR-Teradata; Prosegur; BNP Bank
Richard Fudickar	Managing partner	Boyden Intl.	Fast-moving consumer goods, retail, service industry, publishing/advertising, global technology, industrial/automotive	CEOs, division heads/business unit leaders, CFOs, board members, marketing, sales, communications	Global	Confidential
Sakie T. Fukushima	Regional managing director, Japan	Korn/Ferry Intl.	Consumer, retail, finance (advisory boards), consulting, industrial	C-suite, advisory board members, marketing/communication/sales directors	NA	Confidential
Jay Gaines	President, CEO	Jay Gaines & Co.	Financial services, banking and securities, asset management, transaction processing and business process outsourcing, information-based businesses, HR consulting	General management, C-suite, IT, operations, finance, risk management	North America, Britain	Fidelity Investments; Washington Mutual; Wellington Management; Morgan Stanley; Vanguard

THE 50 MOST INFLUENTIAL HEADHUNTERS IN THE WORLD cont.

Name	Title	Firm	Sector	Function	Geo Focus	Recruit for
John T. Gardner	Vice-chairman	Heidrick & Struggles	Industrial, consumer	CEOs, board directors	Global	BHP Billiton; Owens-Illinois; Allied Waste; Phelps Dodge; Walter Industries
Bob Gattie	Director	Amrop Hever	Financial/professional services, health care, infocommunications, manufacturing	CEOs, MDs, chief functional officers, regional heads	Southeast Asia	Confidential
Trina Gordon	Chairman	Boyden World	Consumer products, industrial products, digital technology/media, health care/insurance, distribution services	Board directors, presidents, C-suite	Global	Confidential
Dr. Björn Johansson	Chairman, CEO	Dr. Björn Johansson Associates	No specialty	Nonexecutive/executive board members, CEOs, CFOs	Global	Confidential
Janet Jones-Parker	Managing director	Jones-Parker/Starr	Executive-search firms	HR, recruiters	U.S., Europe	Confidential
Edward Kelley	Chairman, CEO	Edward W Kelley & Partners	Financial services, energy	CEOs, CFOs, investment banking heads	Global	Confidential
Roger M. Kenny	President	Boardroom Consultants	Consumer products, pharmaceuticals, industrial, financial services, health care	Board directors, chairmen, C-suite	U.S., Europe, Asia	E.I. Du Pont De Nemours; Pfizer; Ingersoll-Rand; Pitney Bowes; Citigroup
Peter A. Kindler	Vice-chairman	Boardroom Consultants	Banking, insurance, health care, manufacturing, service industry	Board directors, CFOs, CIOs	Global	United Technologies; Citigroup; Deutsche Bank; Quest Diagnostics; Wyeth
Pasi Koivusaari	Senior partner	Boyden World	Retail, high-tech, banking/finance, fast-moving consumer goods, manufacturing	C-suite, division heads, marketing/communications VPs	Finland, Europe	Confidential
Stephen P. Mader	Vice-chairman & managing director, Board Services	Korn/Ferry Intl.	All sectors	Board directors, CEOs	North America	Hartford Financial Group; Newell Rubbermaid; Humana; Arrow Electronics; Navistar
Horacio J. McCoy	President, Mexico; chairman, Latin America	Korn/Ferry Intl.	Consumer products, banking/financial services, advanced technology, life sciences	CEOs, presidents, managing directors, board directors, finance/marketing VPs/directors	Mexico, Latin America	Confidential
Dinesh Mirchandani	Regional director, APAC; president, India	Boyden World	Technology, financial services, real estate and infrastructure, manufacturing, consumer products	C-suite, R&D chiefs, HR executives	Global	BP; Mahindra & Mahindra; Barclays Bank; Agilent Technologies; Novartis
Thomas J. Neff*	Chairman, Spencer Stuart U.S.	Spencer Stuart	Board services; financial services; consumer goods & services; private equity, aviation, aerospace and defense.	CEOs, presidents, board directors	North America	Morgan Stanley, Merrill Lynch, Boeing, Campbell Soup
Dayton Ogden*	Global Leader, CEO Practice	Spencer Stuart	Board services, financial services, real estate, industrial, private equity	Board directors, CEOs, CFOs, presidents	North America	NA
John B. Peebles	Professional director	John Peebles Associates	Dairy, meat, timber, publishing/media, fast-moving consumer goods, energy	Nonexecutive directors, C-suite, hard-to-find specialists	Australasia, Asia-Pacific	PricewaterhouseCoopers; American Express; Foodstuffs; CarterHoltHarvey; Fairfax
David Preng	President	Preng & Associates	Energy – total value chain (from the well head to the wall socket)	Board members, C-suite, executives, directors, managers, specialists, senior staff	Global	500+ energy companies
Paul C. Reilly	Chairman	Korn/Ferry Intl.	Financial services, real estate	Boards, CEOs	Global	Confidential
Russell S. Reynolds Jr.	Chairman	RSR Partners (formerly Directorship Search Group)	NA	CEOs, corporate directors	Global	NA
Gerard R. Roche	Senior chairman	Heidrick & Struggles Intl.	Consumer, industrial, financial services, nonprofit	CEOs, board directors	Global, but especially New York	Alcoa; Coca-Cola; Nike; World Economic Forum; CBS
William H. Rusher Jr.	Chairman, CEO	Rusher, Loscavio & LoPresto	Technology, financial services, professional services, manufacturing, nonprofit	C-suite, board directors, sales/marketing VPs	West Coast, Asia	NA

THE 50 MOST INFLUENTIAL HEADHUNTERS IN THE WORLD cont.

Name	Title	Firm	Sector	Function	Geo Focus	Recruit for
Burke St. John	Vice-chairman, global head of financial services	CTPartners	Investment banking, capital markets, alternative investments, financial services	C-suite, division/business unit heads, managing directors	Global	JPMorgan Chase; Royal Bank of Scotland; Calyon; KeyCorp
Diane Segalen	Vice-chairman	CTPartners	Financial services, private equity, investment banking, board practice	CEOs, managing directors, corporate strategy/development executives	Europe, U.S.	Calyon; Wendel; Natixis; Alstom
Louisa Wong-Rousseau	Group managing director	Bó Lê Associates	Finance, manufacturing/engineering, consumer products, retail, high-tech, pharmaceuticals	CEOs, business development, finance, marketing, HR	Asia, U.S.	AIG; Philip Morris; BMS; OTIS; Diageo
Carmen Suarez de Padilla	Director	Stanton Chase Intl.	Consumer goods, professional services	Marketing, sales, human resources, CFO/financial manager, general manager	Mexico	Kellogg; Amadeus; Lala Group; Laureate; Natura
Brian Sullivan	Chairman, CEO	CTPartners	Financial services, private equity	CEOs	Global	NR
Vincent Swift	CEO	The Wright Co./Transearch	Consumer products, retail, financial services, technology, professional services	C-suite, regional heads	Asia-Pacific	NR
Soo Jin Tan	Director	Amrop Hever	Financial services, fast-moving consumer goods, education	CEOs, CMOs, CFOs, chief people officers, regional heads	Singapore, Malaysia, Vietnam	NR
John Thompson	Vice-chairman	Heidrick & Struggles Intl.	Software, Internet, tech-enabled businesses, media, industrial	Board directors, CEOs, COOs	Global	Google; First Data; Amazon.com; Disney; Blockbuster
Charles Tseng	President, Asia-Pacific	Korn/Ferry Intl.	Industrial, consumer, retail	Asia heads/board representatives, board chairmen	Asia-Pacific	Confidential
Judith M. von Seldeneck	Chairman/CEO, Diversified Search	Ray & Berndtson	Financial services, boards of directors, diversity, health care, nonprofit	CEOs, CFOs, HR executives, corporate directors, marketing/branding heads	NA	Lincoln Financial Group; Citizens Bank; Pew Charitable Trust; Drexel Univ.; C&D Technologies
Didier Vuchot	Chairman, Europe	Korn/Ferry Intl.	Private equity, luxury retail, consumer products, professional services, diversified industries	CEOs, CFOs, CMOs, nonexecutive board directors/chairmen	Global, especially Europe	Confidential
Steve Watson	International chairman	Stanton Chase	Software, hardware, telecommunications, IT services, building materials	CEOs, GMs, finance executives, sales/marketing, operations/manufacturing, engineering	Global	Kohler; CTS; ION Geophysical; ENSCO; Elcoteq Americas
John Wood*	Partner	Spencer Stuart	Board services, consumer goods and services, financial services, technology, private equity	CEOs, presidents, board members	North America	Campbell Soup, Hershey Co., Clorox Co., Liz Claiborne, Hertz
Kathryn Yap	Managing partner	CTPartners	Technology, telecommunications, media, biotech/health care, industrial	CEO, board members, CFOs, regional presidents	Greater China, India, Singapore	Orange Business Services; Mediacorp; Hewlett-Packard; F5 Networks; Logitech

* Names marked with an asterisk did not participate in the survey

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Dr. Bjørn Johansson Associates is a globally operating Executive Search Firm exclusively concentrating on the national and transnational search of today's CEOs, Presidents, Managing Directors and Board Members for select top-tier corporations and institutions.

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