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## Why Data Analytics Is the New Game Changer for Search Firms



As workforce management paradigms shift to meet 21st century talent needs, HR leaders and executive recruiters are leveraging new tools and capitalizing on analytics to adapt their strategies and address changing trends. As we all know, anyone who's been put in charge of selecting a new leader has a daunting task in front of them.

But what's changed in just the last few years is how leveraging data and analytics can minimize the risk associated with bringing someone new onboard – at every professional level. Big data is behind it all. Readily available analytics have created a seismic shift in how companies now operate, go to market, track employee performance and take the guesswork out of hiring.

But there's a growing problem. While most organizations have collected vast amounts of information about their employees and stored it in databases around the world, few are using their own human capital analytics to its full potential – especially when it comes to hiring and people management.

While executive search firms traditionally have not been early adopters of technology, clients are now forcing their hand. According to Larry Hartmann, CEO of **ZRG Partners**, the fastest growing U.S. search firm, clients are finding great value through objective data in all parts of their business. "Hiring is no exception," said Mr. Hartmann. "Smart clients are embracing new ways to hire top talent and making better decisions using data and analytics in tandem with traditional search approaches."

### Holy Grail for Clients

"As we work with our clients globally across industry sectors and geographies, we are seeing the impact of data within the search process leading to better hiring decisions and faster time to fill metrics," he noted. The holy grail for clients, he said, is finding ways to make better hiring decisions and completing them more quickly, with less time actually spent with their search partners.

The need to enhance innovation in executive assessment is one area search consultants have been focused on. Recent advancements in technology have enhanced assessment tools, which have become a more defined and data-driven business. The list of search firms offering leadership assessment has been expanding rapidly, whether it be through acquisition, alliances, or launching new, closely related services.

Everyone, from clients to the search firms that service their talent needs, are after one thing: developing best-in-class tools and analytics to locate, assess, onboard, and retain talent.

Hoping to create better predictive leadership for clients, executive search firm **Caldwell Partners** has aligned with Caliper, a research-based management consulting firm focused on assessment and leadership development. "Our goal is to minimize uncertainty for clients with respect to how a particular candidate will fit into the role and culture of the hiring organization," said Elan Pratzer, one of its managing partners.

A few months ago, higher education executive search firm **Greenwood/Asher Associates** and **The Devine Group**, a behavioral assessment and development organization, formed a strategic alliance. "We see it as integrated in the search process and providing additional information about candidates," said partner Jan Greenwood. "It allows for a more complete profile for the candidates. One does not replace the other."

Ms. Greenwood is a licensed psychologist and a psychometrist who specializes in tests and measurements. "Technology provides a faster analysis allowing timeliness of feedback and more time for one-on-one interpretation," said Ms. Greenwood.

When assessment doesn't bring the desired results in attracting top-level executive talent, it presents challenges for search firms.

According to **Allen Austin** founder and CEO Rob Andrews, his firm is seeking more positive results from its partnership with ENGAGE, a sourcing intelligence platform combining big data and predictive analytics to identify potential targets. "We hoped that it would be a game-changing technology for us. But that's very different from assessment. One really has very little to do with the other," said Mr. Andrews, who heads Allen Austin's global CEO and consumer packaged goods & durables practice. "ENGAGE allows us to quickly identify specific kinds of research on candidates. We thought it would help with the speed of execution, with gathering information faster. To some extent, it may have helped. But there's a lot of developmental work left to be done." *(cont'd. to page 2)*

Mr. Andrews said his approach to executive search is radically different than that of his primary competitors. "We're in the business of executive search," he said. "If you want to do it right, if you want it to stick, if you want to deliver real value, you have to do the right kind of discovery and assessment up front. I've seen assessment used as a qualifier and disqualifier. It should be included in the decision-making process, but be no more than one-third of the basis for your decision."

### Capturing Market Data

According to Mr. Hartmann, executive search is no longer just about finding the right CEO, CFO or head of marketing, but more about the market intelligence, insights and feedback a client can gain throughout the search process. Helping a CEO or board to better understand the competitive talent landscape through talent mapping work is often requested as part of a search and can precede a full-fledged retained process, he said. "Clients who take a deeper look at the type of talent that competitors might have in similar roles often revise their thinking about how to fill an open role or how they might solve a broader business problem with fresh perspective and thinking."

### BY THE NUMBERS

#### Big Data & Analytics Market

The market is projected to grow from **\$130 billion** in 2016...

... to **\$203 billion** by 2020

Compensation is another area where rich data resides, said Mr. Hartmann. A good search process that captures market data will also enlighten the compensation discussion and provide clarity around how a company should invest in top talent. "While compensation consulting firms can hypothecate about compensation from the 100,000-foot level for a role, the reality is that the market speaks from the ground up," he said. When a client articulates a model candidate with 10 specific skills and experiences from 20 specific competitors, he noted, the results of the search provide real compensation data for the role, not a market study.

Ian Ide, managing director and partner at executive search firm **WinterWyman**, agrees. "I find that executives react well to hard data; it's tangible and sets the stage for a much better conversation." Mr. Ide said data provides evidence and allows the client to draw logical conclusions. "If parameters of the search need to be changed, the data arms the stakeholders for conversations they may need to have throughout their organization," he noted. Some of the search parameters that may change include compensation level and reporting structure. In other cases, mapping the candidate pool and gaining an understanding of the availability of local talent at the outset of the search helps in the decision as to whether a search is conducted nationally or locally, as well as what industries might be particularly viable.

"Once we have had enough conversations to have a viable data set, we can provide feedback on a company's (cont'd. to page 3)



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### Culture Fit

#### How Companies Can Create An Inclusive Culture



Organizations perform better when they practice inclusion, but many still lag behind. According to one recent report from advisory firm **Bersin by Deloitte**, diverse organizations outperform their

peers, and in the process embed inclusion strategies into almost all their management decisions.

That may be a key reason why 78 percent of those responding to the firm's latest survey believe diversity and inclusion is a competitive advantage. Even so, only 12 percent of respondents said they have achieved an inclusive culture.

"Diversity and inclusion has been a compliance function driven by human resources for too long," said Josh Bersin, a principal and founder. "Our new diversity and inclusion maturity model shows that the most effective way to achieve significant gains is through leadership ownership, strategic measurement, and a culture of accountability for inclusion that is driven from top to bottom."

Deloitte's study, which is based on a survey of 245 global organizations and more than 70 client interviews, identified keys to driving a highly diverse and inclusive corporate culture. The report builds upon past research by the Oakland, CA-based firm, which found the majority of companies it surveyed saying they aspired for an inclusive environment in the future but with only a few achieving it.

reputation, reaction to the opportunity, target salary, and reporting structure along with common questions that have arisen," said Mr. Ide. By providing clients with this information early in the search process, he added, it allows for adjustments to be made when necessary and possible.

In Mr. Ide's view, good data provides for more transparency in the talent selection process and allows for corrections if a search is going down the wrong path. The data and feedback keeps the search on track, he said, and that positively impacts the timeliness and effectiveness of the search. "All of this allows for greater efficiency," he said. But data mining can also have unforgiving ramifications. "It can easily become overwhelming if you are not curating it. So our job is to help makes sense of that data and allow our clients to make informed decisions with it." He said it is the expanding role of search consultants now to use data to help drive a new narrative, "versus just throwing data at a client without a reference point."

For its part, ZRG has converted embedded, search wide compensation data into graphical compensation analytics that can be sliced and diced multiple ways. As clients assess a slate of candidates, just looking at skills and experiences is not enough the search firm has found. Factoring in cost versus benefit with actual compensation data clearly helps to keep projects on point and filled in quicker timeframes.

#### Know Your Candidates

Given a choice, any client would prefer to know more about each candidate compared to less. Knowledge about *(cont'd. to page 4)*

a candidate today goes well beyond a resume and an opinion. This is perhaps the most dramatic change impacting hiring over the past years, said Mr. Hartmann. The available information to better get to know candidates is abundant through many means. In the old days, it was the executive search firm's 10-page candidate report and opinions. Today, this is replaced by more precise skills and competency charts and graphs that highlight strengths and concerns. What companies seek today, he added, are bottom lines, not dissertations about a candidate.

According to Mr. Hartmann and other top executive search consultants, the science of assessment has become mainstream for most companies today. That is likely to prime reason search firms are jumping into the space as well as other tangential areas surrounding the recruitment process. In the end, all of these ancillary services point to one hopeful outcome: confirming hiring decisions and making better culture matches.

### Culture Fit

"The hottest topic we hear from our clients today is culture fit," said Mr. Hartmann, and the discussion typically revolves around how the search firm can we add value in the process of measuring culture fit and compatibility with a client's core values. Companies today spend millions of dollars to better understand and define culture and core values, yet there is little science to confirm a new hire will fit these precise cultures. To address this gap, ZRG has developed a learning algorithm to predict better culture fits and compatibility with those values. The new thinking is that being able to understand a candidate, and how they would fit in a culture, is actually something that is quantifiable and measurable.

Clearly, the ascendancy and influence of data and analytics is changing the entire model of executive search. And according to recruiters and talent acquisition professionals who have been plying their trade for years, there is no end in sight. For executive search firms and their clients, the next big change will come once they have both figured out how to effectively use the insights gleaned from all the people data they've compiled to drive better hires and achieve faster fill times. "Turning this valuable information into actionable insights without making it overwhelming or cumbersome is the hard part," said Mr. Hartmann.

While some of the Big Five search firms and scores of boutiques are addressing this through adding new business lines, clients seem to be asking for one integrated approach that is simple and perhaps more business friendly. Their gripe: having three different business units work on a search or talent project is not a seamless or cost effective approach any longer.

Making the client experience effortless and robust with great insights to drive better results seems to be where everyone is heading – or, at least, would like to be heading. Embracing the best technology and assessment solutions and problem solving approaches will be clear differentiators for search firms of the future. "The best of us," said Mr. Ide, "will eventually have data sets that can be leveraged in conjunction with our network and successes."



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## Recruiters Shifting to Advisory Roles And Service Customization

Search firms are launching expansive initiatives to move their businesses upstream into leadership consulting. Following similar moves taken by rivals, **Russell Reynolds Associates** recently launched such a drive. The new approach will allow the nation's No. 5 recruiter to extend its reach further into the C-suite, where its consultants can achieve maximum productivity, and margins.

Other search firms have taken note, and are making bold moves or planning expansive modifications to their service platforms. The shift is likely to take recruiters, eventually, fully into CEO advisory work, talent benchmarking, people assessment, strategy & performance measurement, and culture shaping.

### BY THE NUMBERS

#### Recruiting & Leadership Consulting: A Winning Combo

Heidrick & Struggles conducted **4,310** searches in 2016...

...producing more than **\$500 million** in revenues

Leadership Consulting grew by **100%**

For publicly-held **Heidrick & Struggles**, a top rival to closely held Russell Reynolds, a similar shift in strategy is underway. While its executive recruiting business has been healthy, Heidrick continues to report that its leadership consulting segment is, in fact, the rapid expander in its talent services portfolio.

#### Accelerating Performance

To that end, the company just named has appointed Andrew LeSueur as head of leadership consulting to oversee this growing business line in the Americas, its largest market. "Andrew's success in accelerating the performance of our clients will bring immense value to our leadership consulting business as we look to further strengthen the firm's complementary services," said Colin Price, executive vice president and managing partner of the company's leadership consulting practice.

"I look forward to the opportunity to make an even broader impact for the firm and our clients during a time when the need for visionary leadership, differentiating talent and thriving culture has never been greater," said Mr. LeSueur, a former consultant at **McKinsey & Co.**, where he was partner in the firm's operations practice, working with clients to help create, implement and sustain performance transformations.

Last year, the segment increased by just over 100 percent, making it the second largest source of revenue within the company. For every search firm, the only sign of trouble ahead in this burgeoning space is attracting, hiring and then retaining key staff to see the business through. Leadership consulting, most recruiters will readily admit, is all about customization. The key ingredient to push that sort of new effort forward will be people.

## The Big Upside In Leadership Training

Leadership training has turned into more than just an evolving interest among executive search firms. It is now seen as a potentially lucrative, bottom line business driver and every search firm is either offering the service in one form or another or about to jump in.

Transitioning new hires, especially in their early stages of employment, is the most critical time along the long stretch of the recruitment continuum. Fail here to properly onboard someone you've worked hard to lure in, you lose momentum in having that new hire become a key contributor.

**Kaye/Bassman** co-CEO Jeff Kaye said there is a constant need to increase training efforts for newcomers – even newcomers to the executive search field – as well as those with extensive experience. New environments and different cultures require it. For his part, Mr. Kaye has made it his mission to provide on-demand training for recruitment professionals, forming Next Level Exchange with his colleague and co-CEO Nicholas Turner.

"With 35 partners having an average tenure of over 14 years at Kaye/Bassman, intellectual capital has always been one of the greatest assets of our organization," said Mr. Kaye. For decades, he said, the leaders and top producers of the firm were asked to speak at industry association gatherings, trade events, and even consult with other top search firms to assist them in creating scalable models for future growth. "The more we spoke to the world outside of Kaye/Bassman, the more we realized the same training void existed in our industry as in every other one."

### Active Hands-On Role Required

Technology, of course, is playing an increasingly important role in training. But according to Mr. Kaye, it might not be as much as you would think. "Ongoing learning and development is more readily available now than ever before, yet it is also being delegated as a 'self-help' resource with little instruction and implementation from senior leadership," he noted.

**Russell Reynolds Associates** and Hogan Assessments formed a partnership designed to increase the success of executive appointments and accelerate the development of rising leaders. The two firms formed Leadership Span, which is designed to predict executive performance based on the premise that the best leaders are not defined by a single skill.

"Leadership Span is a framework that will influence how we help companies select and develop best-in-class leaders who demonstrate prowess across competing competencies," said Russell Reynolds CEO Clarke Murphy. "Those leaders will be equipped with a diverse portfolio of skills that they can readily deploy as circumstances change. This especially is crucial in C-suite roles, where a 'retreat to strengths' is rarely an option in the face of disruptive change."

TillmanCarlson CEO Rob Tillman formalized his firm's executive coaching services in conjunction with pursuing search assignments. "It presents a compelling alternative to what the large firms offer and we believe it is a distinctly different approach from other boutiques," said Mr. Tillman.



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## SPOTLIGHT

## Expanding the Traditional Recruitment Model

*Talent forecasting continues to expand and evolve as companies seek more innovative and cost-effective ways to meet their enterprise people acquisition needs. Here's some new thinking and a fresh approach.*

**TalentRISE**, a Chicago-based executive search firm, has developed a new approach to talent acquisition that seems to be catching on with clients. The firm's CEO, Rick Gray, acknowledged several years ago that an ever-increasing percentage of the workforce is choosing or has made the choice to work as independent contractors. Mimicking that trend, TalentRISE itself now enlists a network of contract recruiters who work on projects and serve clients but are not fulltime employees.

Mr. Gray brings an unusual background to the tasks he faces as chief executive. He has an extensive background in human resources and previously managed the operations of Gray Talent Group, a family-run talent agency representing professional actors.

"Our focus is on fulltime hires, but we utilize a network of contract recruiters who perform the work and the expertise we need for our clients up and down the operation," said Mr. Gray, who places the number of contract employees at TalentRISE between 60 and 70. "You have a trend in the market that says a growing percentage of talented workers don't want to work fulltime but have valuable skills to be leveraged in different situations."

### Interesting Parallels

A growing number of search firms have expanded their traditional model in the last 10 years to include contract recruiters. Mr. Gray emphasized that TalentRISE does not depend solely on contract workers. "We are not a contract company that hires part-time people," he said. "We put together a model that we apply to that company's situation. We give them the right expertise at the right time at the right cost. We're going to continue to see that trend."

Mr. Gray said parallels can be drawn between placing executive talent and representing professional actors. In his previous role at Gray Talent Group, he also handled operations management and infrastructure, human resources and professional development, marketing support and long-range planning.

"With actors, you're always trying to find the right fit for the client, Casting directors are looking for a certain actor with a certain look for a certain character they play," said Mr. Gray. "In a not dissimilar way, you're always trying to find the best match between the talent and the clients' need."

Mr. Gray reunited with TalentRISE partner Jim O'Malley in 2015. The two previously worked together at Lante, a Web development and consulting firm. Mr. O'Malley asked his former co-worker to come aboard. For Mr. Gray, the new fit was a perfect platform to display his skills for a company that helps clients address their recruiting challenges by optimizing internal corporate recruiting capabilities and delivering customized on-demand or retained executive searches.

## Q&amp;A

## Non-Traditional Innovators



Rick Gray leads the development and implementation of long-term growth strategy at TalentRISE. Here, he describes meeting the demands of an ever-changing workforce and how his firm utilizes data to accurately manage and strategically analyze trends.

*Rick, how critical is understanding the culture of your client during the hiring process?*

Learning and embracing a client's organizational culture during a talent acquisition engagement is paramount. At the same time, a recent Deloitte study on innovation in the fast moving consumer goods sector advocates "figuring out new ways to incorporate non-traditional employees into their resource model to import the skills they lack." Finding these non-traditional innovators often means abandoning conventional thinking about recruitment and sourcing outside of one's competitors, or even outside of the industry, to find fresh talent.

*Any issues with onboarding outsiders to new cultures?*

Cultural fit has been described as the glue that holds an organization together. Within the recruitment process, cultural fit can slam the door on many viable candidates ready and able to offer exactly the type of disruptive innovation that a business needs in order to survive. This is why talent acquisition leaders and hiring managers looking for fresh perspectives and innovative skillsets need to rethink fit. Most hires from outside of the industry will do just fine and adapt really well to working within your culture.

*Describe your pipeline servicing recruitment process.*

The need for talent is never entirely predictable. It can come in spikes with growth, new market expansion or from a steady flow for a changing company. Why build up an internal recruiting team on the payroll when you can simply flip a switch, scale up or down quickly – only when needed – with the right sourcing experts equipped with the latest tools and technology, rigorous training and industry specialization. That's when our on-demand talent pipelining service comes into play.

*So how do you help to forecast talent needs?*

We combine a client's internal data with external labor market data to accurately manage and strategically analyze trends, unlock future cost savings and identify hidden business opportunities. A key outcome of the process is an action plan to secure the talent needed now and into the future.

TalentRISE's On-Demand recruitment service essentially frees clients from key constraints that can restrict their ability to produce strong ROI from an internal team while business needs constantly fluctuate. It's a straight time and materials model that can be applied on either a short- or longer-term project basis.

"To me, this charge is a three-pronged leadership accountability," said Mr. Gray, who is responsible for carrying out TalentRISE's business plan and implementation of its long-term growth strategy. "The first is developing and evolving a distinct, relevant and achievable business strategy. The second is successfully executing on that go-to-market approach. It entails the right mix of people and back-office/front-office processes consistent with your brand strategy. Third, which generally emanates from the other two, is building and maximizing shareholder value."

## Why Interim Hiring Will Soon Be Big Business in the U.S.

Overseas, hiring interim talent for short term leadership needs has been a compelling option for companies for years. According to recruiters who specialize in the space, interim recruiting is big business – and getting bigger. It generates around \$2 billion annually in just the U.K. alone.

British search outfit **Norman Broadbent**, which recently raised \$3 million to expand its interim business, offers clients the ability to fill talent gaps with high-caliber executives and provide opportunities for workers who seek to utilize various skills, build relationships with different organizations, and explore career options. It's been a win-win proposition for years for the firm, which now plans to expand the service.

"People use interim to fill a gap," said Norman Broadbent group CEO Mike Brennan. "It might be a short-term need. It might be a maternity leave. Somebody's sick." But he acknowledged these are not quite the scenarios his consultants come across. "We tend to be more involved in strategic interim needs," he said.

Norman Broadbent recently added two new members to its interim management team, and more are expected to follow. Jonathan Stringer will specialize in working with senior interim finance professionals, while Andy Haldenby will help identify new interim assignments.

### Opportunities Abound

Conrad Lee, a partner for U.S.-based **Patina Solutions**, said interim opportunities in Europe are favorable for senior executives. "Here in the U.S. the employment-at-will doctrine is prevalent," said Mr. Lee. "But the new and growing on-demand work environment in America is opening up the interim business more broadly to U.S.-based companies seeking the temporary talent alternative." Expectations are that in the next five to 10 years, the interim business in the U.S. could shatter the staid, full-time recruiting platforms of leading U.S. search brands, he said. "This is clearly a market sector that is worth investing in," said Mr. Lee.

Mr. Lee said the high number of interim search firms in the U.K. has helped direct many U.S.-based multinationals make the transition to interim. They've tested offshore, said Mr. Lee, and many of them are ready to incorporate it into their staffing models here now."

**Steven Douglas**, a top boutique search and interim firm in the U.S., maintains a large interim business in the U.K. "We realized about 10 years ago we were turning away a lot of business," said Steven Douglas chairman and CEO Steven Sadaka. Of the \$43 million in revenue his firm took in last year, over \$34 million was derived from its interim division.

**Odgers Berndtson**, which developed a successful interim practice in the U.K. years ago, has expanded the business to the U.S. and Canada. According to rivals, the firm launched its interim practice in the U.S. after a quick start in Canada. "I am sure the folks at Odgers looked at the U.S. market the same way we did at Patina," said Mr. Lee. "Wide open and full of great opportunities."

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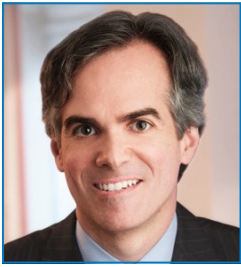
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## Q&amp;A

## The Stakes for Talent are Higher Than Ever



*With more than 400 consultants in 47 offices around the world, Russell Reynolds Associates works closely with public, private and nonprofit organizations across all industries and regions. U.S. region head, Constantine Alexandrakis, leads the firm's U.S. business as well as the global leadership & succession*

*practice. In the following interview, he discusses the current landscape of the executive search industry and how his firm is adapting to the change.*

*Constantine, give us your survey of the executive search and leadership assessment landscape. Where are we right now as an industry and where is Russell Reynolds Associates?*

Our challenges are really on two fronts. One is more based on macroeconomic forces impacting our clients. The other is more specific to new capabilities our clients have access to. On the former, boards and executive teams are under more scrutiny than ever before – whether from shareholders (armed with new visibility into leadership decisions, some driven by new regulations), institutional investors (armed with greater detail on governance decisions via proxy scoring or direct engagement), or even employees (armed with ability to view and voice dissent via tools such as Glassdoor).

*How's this impact talent?*

It significantly raises the stakes for the talent they seek and for meeting near-term performance expectations. The risk associated with executive selection and hiring has always been high. But, as executive roles have become more complex, the risk of making the wrong hiring decision has increased meaningfully. At the same time, the cost of executive failure has increased dramatically.

*So access to information is likely a key to this, isn't it?*

Leaders now have access to far more information on their talent – through both improvements in human capital development as well as highly advanced third-party talent-related tools. This has the effect of blurring the lines between what companies can do on their own and where executive search firms can help – so we often compete as much against the status quo (or “do nothing”) as anything else.

*Discuss how the recruiting industry is transitioning.*

CEOs and boards are no longer content with Rolodex-based search strategies or vanilla search services – they are now more interested in services that span the full executive talent lifecycle. Clients expect their search partners to offer thoughtful, consultative guidance and deep insight – from defining a role, to selecting a successful candidate, to planning for succession, driving business transformation through talent, and rebalancing culture.

*So we're moving well beyond basic core search then.*

In many ways, we are as much in the retention business today as we are the search business. Opportunity for us lies in helping to increase predictability, which in many ways really means ‘reducing risk.’ They look for us to bring specific advice and market insight - but they expect that insight to be supported by data and evidence. If you're trying to compete on superior access to basic information, you're going to lose every time. To win, you need to bring real insight to the table.

*How does your firm look to respond?*

It's no longer good enough to trust your gut when making a hiring decision for a C-level role. The stakes are too high, and the risk of failure is too great. We believe that the rigor of executive selection, hiring, and development decisions should match the rigor applied to financial and operational decisions. This presents an opportunity for us but also a factor that influences the type of people we bring into our own business. We spend a lot of time and dedicate focus to making sure the consultants we bring into the business are of the right caliber to exceed client expectations and bring diverse experiences to allow for well-rounded advice in client settings.

*So this must influence your offerings.*

As you might expect, yes, it influences the types of services we aim to provide. One recent initiative you may have seen in the news is a partnership we entered into with Hogan, a true pioneer in the field of executive assessment. The first stage of our work with Hogan is sharply focused on the creation of an assessment approach that is purpose-built to predict success (both short- and long-term) in senior executive roles. Our clients are selecting talent in an environment with many uncertain and uncontrollable circumstances that leaders will need to contend with – so it's really important to ensure the people you pick remain highly durable and actually thrive even in volatile settings. But that requires thinking forward into the challenges executives will face tomorrow, not just today, and helping to identify those best fit for leading the charge. We aim to provide market-leading insight to clients on this front.

*What are your thoughts on data vis-à-vis the recruiting sector. Are you concerned the pendulum is swinging now too much in favor of relying too much on raw analytics?*

The access we earn day in and day out provides a unique window into the talent challenges facing even the most progressive companies – and those experiences give our team the credibility to offer advice at critical junctures as organizations make very big, market-moving decisions. Trust is a word that is thrown around a lot – and, admittedly, it sounds buzz-wordy – but trust for us translates to very regular contact with very senior decision makers. And through those personal conversations – hundreds of them every day – we pick up on nuances that no data aggregation service could ever learn on its own. Real insight for us means, in large part, interpreting that nuance and turning it into informed, actionable advice clients can use every day.

## 8 Ways Recruiters Are Expanding Services

### Greenwood / Asher Forms Alliance With Devine Group



**Greenwood / Asher & Associates**, a higher education-focused search firm, and The Devine Group, a behavioral assessment and development organization, have formed a strategic alliance to leverage and integrate the science of predictive talent analytics into the executive search and leadership development process. The partnership is designed to tailor an assessment to higher education position profiles.

### Pi Group Pushes Further Into Accessory Services

The **Pi Group**, a fast growing consumer goods talent advisory group based in Darien, CT, is expanding its services to help candidates transition to new chapters in their lives. By delivering services through Perpetual Insights, Pi Executive, and Perpetual Ambition, The Pi Group is positioning itself to help client organizations manage their entire talent spectrum. It is a strategy that a number of small and mid-sized boutiques are pursuing to better compete with their large, global search rivals and to stay relevant in a sector undergoing profound change.

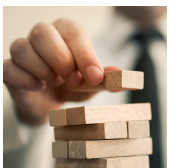


### Spencer Stuart Strengthens Leadership Advisory Group

**Spencer Stuart** recently announced three appointments to its leadership advisory services group in Europe, the Middle East and Africa (EMEA). Brought on board are Daniel Ellis, Nicholas Falk and Dustin Seale. They are based in the firm's London office. "Our clients in EMEA, as elsewhere, are facing disruption, added complexity and growing competitive intensity in their businesses, and the stakes for leadership decisions are higher than ever before," said Patrick Hynes, Spencer Stuart's global leadership advisory services leader.



### Odgers Berndtson Expands Leadership Services



**Odgers Berndtson** has expanded its leadership practice to include executive and team leadership assessment, coaching and onboarding. Organizational psychologist Dr. Robert Satterwhite is spearheading the new effort.

"Our new leadership practice will help boards of directors and CEOs build their C-level bench by rigorously assessing and developing executives so they can quickly jump into action and tackle difficult business challenges – whether they're new hires or up-and-coming leaders," said Steve Potter, managing partner at Odgers Berndtson in the U.S.

(cont'd. to page 13)

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## 8 Ways Recruiters Are Expanding Services

### ZRG Partners Launches Orca Talent



Executive search firm **ZRG Partners** has named Mark Cusick to head up a new division at the firm called Orca Talent. As president, he will lead this growing sales optimization business, which is addressing the global problem of sales force hiring and productivity. "Clients have been increasingly asking us to assist with the problem of sales force productivity and helping minimize costly hiring mistakes," said Larry Hartmann, ZRG chief executive officer.

### Snodgrass Partners Forms Four New Alliances

**Snodgrass Partners** has formed four new partnerships in an effort to broaden the leadership, recruiting and consulting solutions it currently provides to collegiate athletic programs. "These partnerships demonstrate our commitment to extending our own line-up of services to include solutions from elite providers who can help collegiate athletic programs and companies learn how to 'up their game' and deliver measurable results and a greater impact," said Steve Snodgrass, founder and CEO.



### Major, Lindsey & Africa Launches Consulting Services

**Major, Lindsey & Africa** has launched a new service known as Legal Talent Management Consulting which provides lawyers and legal teams with customized consulting services designed to increase performance, productivity and engagement. "Over the last several years, many clients have commented on their need to develop and strengthen their departments, including developing the next generation of leadership," said Greg Richter, vice president and head of the firm's in-house and solutions practice groups.



### ALSpective Expands Leadership Consulting Business



**ALSpective** has expanded with the addition Debray Sandelin as a partner and advisor. Her appointment reinforces the development of the firm's leadership consulting business, including the launch of the first ALSpective Executive

Assessment Center. "All companies are today challenged by the questioning of their economic models and their capacity for sustainable mobilization of employees," said Albert Hiribarrondo, founder of ALSpective. "The expertise of Debray Sandelin, the strengthening of our leadership practice, and the know-how to engage teams on transformation projects make these collective changes a successful individual transformation for each employee."