

Lead Story: [Recruiting Sector Jumps 13.9 Percent](#) 1

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## Recruiting Sector Jumps 13.9 Percent, Driven by Tightening Talent Markets



A constricting labor market with low unemployment means companies are struggling to find qualified talent. When the right people are found, the costs associated with hiring them are rising, making a lengthy onboarding process now the rule, not the exception. All of it is translating into big business for the nation's Top 50 executive search firms.

According to recent statistics collected by **Hunt Scanlon Media**, this group collectively jumped nearly 14 percent this past year, continuing a dazzling run for headhunters. Total revenues for the Top 50, which employed almost 3,000 recruiters across their Americas offices, surpassed \$3.8 billion – an all-time high.

**True Search**, which grew 43 percent in 2017, jumped a whopping 64 percent last year, catapulting its 43 U.S. consultants into the Hunt Scanlon Top 10 ranking for the first time. Along the way, it was crowned the fastest growing super boutique of the year. The boutiques, an influential powerhouse league of executive recruiters, once again powered the 50 leading talent providers to new highs, feeding off a thriving business environment and taking advantage of transitioning industries.

"Tech disruption is permeating virtually every industry," said Brad Stadler, founder and managing partner of the No. 8 ranked talent provider. "Most companies now have a strong need for progressive talent from the technology world. Further, clients are looking for a partner that offers a comprehensive suite of talent sourcing and development solutions. We have capitalized on these trends by expeditiously building and developing a world class team of functional and domain experts to meet demand."

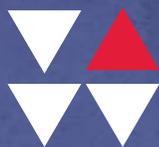
### Supply and Demand

That demand, report recruiters up and down the rankings list this year, has everything to do with helping clients find, assess, and hire high impact leaders who can drive enterprise value creation and growth. And that often takes new skills sets. Fully 60 percent of global executives in a recent *(cont'd. to page 2)*

## Hunt Scanlon Top 10 Recruiters

Firm Name	Revenue (\$ millions)	Percent Change	No. of Consultants	No. of Offices	Primary Contact	Phone Number
1. Korn Ferry <sup>a</sup>	1,007.0	+ 11.0	502	37	<a href="#">Gary D. Burnison</a>	(310) 226-2613
2. Spencer Stuart <sup>b</sup>	498.5	+12.9	228	25	<a href="#">Kevin Connelly</a>	(312) 822-0080
3. Heidrick & Struggles	405.3	+19.3	179	19	<a href="#">Krishnan Rajagopalan</a>	(202) 331-4900
4. Russell Reynolds Associates	351.5	+18.0	145	19	<a href="#">Clarke Murphy</a>	(212) 351-2000
5. Egon Zehnder <sup>c</sup>	307.4	+ 9.0	164	20	<a href="#">Karl Alleman</a>	(312) 260-8846
6. DHR International <sup>d</sup>	186.0	-	139	31	<a href="#">Geoff Hoffmann</a>	(312) 782-1581
7. Odgers Berndtson	69.0	+35.3	74	19	<a href="#">Steve Potter</a>	(646) 553-4758
8. True Talent Advisory	67.0	+64.0	43	8	<a href="#">Brad Stadler/Joe Riggione</a>	(646) 434-0319
9. Kaye Bassman – Sanford Rose	63.7	+22.0	172	90	<a href="#">Jeff Kaye/Nicholas Turner</a>	(972) 931-5242
10. Witt/Kieffer	62.5	+ 2.0	100	17	<a href="#">Andrew P. Chastain</a>	(630) 990-1370

a) As of 2/1/18-1/31/19 b) As of 9/30/18 c) As of 10/31/18 d) Under audit



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**McKinsey & Company** survey expect that up to half of their organization's workforce will need retraining or replacing within five years. An additional 28 percent of executives expect that more than half of their workforce will need retraining or replacing. More than one-third of the survey respondents said their organizations are unprepared to address the skill gaps they anticipate. What it means for recruiters is dizzying growth ahead.

## BY THE NUMBERS

### True Search: Fastest Growing Super Boutique



While many sectors are in need of disruptive, high impact leaders – including healthcare, the life sciences, media & entertainment, sports and non-profit – none is more strapped for talent than private equity. That has made the PE sector now the chief driver of growth at recruitment firms across the U.S. Nearly every search firm has a hand in the business – and for some, like **Hanold Associates** – a growing percentage of business emanates from addressing talent demands for portfolio companies backed by some of the biggest private equity names in the business, including **L Catterton, Apollo, Blackstone, KKR, TPG, Golden Gate Capital, Summit Partners, Towerbrook Capital** and a host of others.

### Building Strong Talent & Cultures

Jason Hanold, the firm's founder, and his team of 11 search consultants focus on the human resources function exclusively, and that has given him a unique window into the supply and demand curve at a cross-section of companies around the country. "Overall market demand for HR leaders is elevated to an all-time high, and the private equity sector's demand for these leaders is directly correlated," said Mr. Hanold. "There are a few reasons for this: As the caliber of HR leaders continues to evolve, companies are investing in a contemporary HR leader earlier in their maturity cycle, and established companies are demanding more from their existing HR capability."

## BY THE NUMBERS

### Double Digit Growth Rates at the Top 50

**44** search firms reported **double digit** growth rates...

...with **23** disclosing **20%** growth or more

The Chicago-based search firm grew 16 percent and reported revenues of \$7.8 million. Some of the firm's more recent top HR searches include those for **Domino's Pizza, Under Armour, the National Football League, Gucci, Live Nation Entertainment, Northwestern University, Electronic Arts, Fiat-Chrysler, Kohler, Marvin Companies, SC Johnson, eBay, Heinz, Fossil, Vail Resorts, Edward Jones, AbbVie, Carnival Corp., Google, Biogen, Allstate, Bridgestone,**

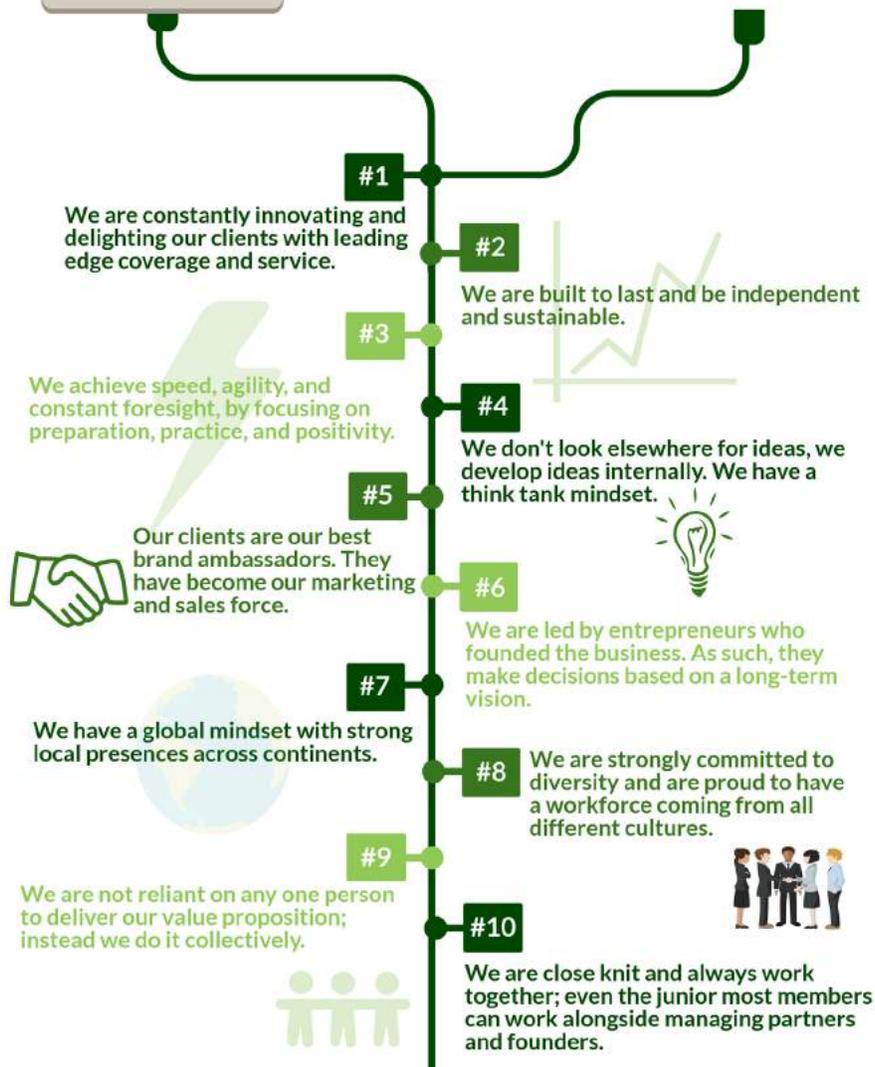
*(cont'd. to page 4)*



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## 10 Reasons to join Options Group



To explore and optimally leverage your options with us, please contact our Chief Growth Officer, Richard Stein, at (212) 982-0900 for a confidential conversation.

Silicon Valley Bank, T. Rowe Price, Wikimedia, Cargill, CNA Financial, Cummins, Tyson, Northwestern Memorial Healthcare, ClubCorp, and Nike, among others.

Mr. Hanold said the PE sector has come around to investing in the HR function differently than in the past. "While it used to focus the function on ripping out cost, there is now more focus on building high-performing teams, culturally integrating recent acquisitions, and driving higher levels of talent engagement. Companies with strong talent and cultures simply perform better, and in return, become a more valuable investment," he said.

#### Delivering Value, Not Just People

"The biggest result of the growing influence of private equity on the recruiting sector is that search consultants are being pushed to deliver value, not just people," said Scott A. Scanlon, CEO of Hunt Scanlon Media. "PE leaders are sophisticated buyers of talent solutions services and they demand a much more full-on, holistic approach to talent management. In so many ways, we see the search business coming full circle, realigning much more closely to the management consulting field from where it all started six decades ago."

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*"If you were to look at both private equity firms and public companies and you identified the ones that have outsized returns, I suspect the returns would have been driven far more by the people than by the actual products or services. It stands to reason that if you're trying to optimize your investment, you need to optimize your people."*

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For **Korn Ferry**, the biggest operator in the talent sector, private equity has given it the ability to showcase its expanding focus on proactively managing people and organizational risks – a far cry from simply finding, assessing and hiring talent – indeed the very business on which it was founded 50 years ago. The firm now draws on its knowledge in leadership and organizational consulting, global reach, and deep industry and functional expertise, all supported by an army of 8,000.

Along with that, Korn Ferry brings predictive research-based intellectual property across key disciplines, including executive assessment, top-team composition & effectiveness, organization design and restructuring, CEO & executive *(cont'd. to page 5)*

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## INSIDE KNOWLEDGE

### Global Recruitment Insights and Data



A new year, a new set of perspectives and priorities. In 2019, search consultants are feeling bullish. Almost 80 percent of recruiting firms said they anticipate an increase in 2019 revenue, according to a new report from Bullhorn. The rest of their latest report's findings are below:

#### Embracing Digital Transformation

Bullhorn found that a majority of global search firms are anticipating increases in their operating budgets this year. Europe had the highest rate of projected increase in technology investment, while North America had the least. There is a strong positive correlation between firms that understand AI and are expecting increases in technology investment, said Bullhorn. "By automating manual workflows, agencies can start to realize the value of artificial intelligence and predictive decision-making on their competitiveness," said David Grundy, CEO at Invenias, a Bullhorn company.

#### Workforce Reskilling Efforts to Change in 2019

Workforce reskilling is also a highly relevant solution for candidates whose current skills-sets could be automated by artificial intelligence in the near future, according to the Bullhorn report. And therefore, it is especially interesting that a projected increase in workforce reskilling is highly correlated with an understanding of AI, said the report.

#### Employment Brand Development and Marketing

The Bullhorn report found that most recruitment firms lack proper marketing leadership, with only 30 percent of respondents identifying employment brand development and marketing as a top priority for 2019. According to a separate Bullhorn survey of more than 100 staffing leaders of medium to large-sized firms, 61 percent indicated that they have neither a vice president of marketing nor a chief marketing officer. Expect that to change – soon.

#### Final Thoughts

"Following a successful 2018, the global recruitment industry continues to remain optimistic for 2019," said Gordon Burnes, Bullhorn's chief marketing officer. "While firms will face another year filled with an unpredictable macroeconomic and political environment, most are confident in their ability to navigate through these challenges as they continue their journey of digital transformation to drive business growth."

leadership development, succession, and talent management. As a result, its consultants play an integral part in ensuring value-creating transactions for clients around the world. This expanding platform helped the talent leader break the billion dollar mark in Americas' revenue for the first time ever in 2018.

#### The Talent Age

Alan Guarino, vice chairman in the CEO and board services practice at Korn Ferry, says that business, and PE in particular, has entered what he calls "the talent age," a new day in which technology no longer trumps talent and talent is fast becoming the key to success. "If you were to look at both private equity (cont'd. to page 7)

## Hunt Scanlon Top 50 Recruiters

Firm Name	Revenue (\$ millions)	Percent Change	No. of Consultants	No. of Offices	Primary Contact	Phone Number
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8. True Talent Advisory	67.0	+ 64.0	43	8	<a href="#">Brad Stadler/Joe Riggione</a>	(646) 434-0319
9. Kaye Bassman – Sanford Rose	63.7	+ 22.0	172	90	<a href="#">Jeff Kaye/Nicholas Turner</a>	(972) 931-5242
10. Witt/Kieffer	62.5	+ 2.0	100	17	<a href="#">Andrew P. Chastain</a>	(630) 990-1370
11. Diversified Search	60.1	+ 16.2	66	9	<a href="#">Dale Jones</a>	(202) 296-2122
12. Caldwell <sup>e</sup>	59.3	+ 11.2	54	12	<a href="#">John Wallace</a>	(416) 920-7702
13. Options Group	43.0	+ 18.0	90	3	<a href="#">Mike Karp</a>	(212) 982-0900
14. Major, Lindsey, & Africa	42.1	+ 22.0	55	19	<a href="#">John Cashman</a>	(312) 456-5601
15. Klein Hersh	40.0	+ 39.0	35	1	<a href="#">Fern Klein</a>	(215) 830-7371
16. ZRG Partners	36.8	+ 50.0	52	16	<a href="#">Larry Hartmann</a>	(201) 560-9900
17. Isaacson Miller, Inc.	36.2	+ 13.0	35	4	<a href="#">Vivian Brocard</a>	(617) 262-6500
18. Riviera Partners	31.0	+ 48.0	36	7	<a href="#">William Hunsinger</a>	(877) 748-4372
19. JM Search, Inc.	29.0	+ 33.3	50	5	<a href="#">John C. Marshall</a>	(610) 964-0200
20. ON Partners	26.2	+ 38.0	23	8	<a href="#">Tim Conti</a>	(440) 945-4123
21. Herbert Mines Associates, Inc.	24.0	+ 6.7	7	1	<a href="#">Hal Reiter/Brenda Malloy</a>	(212) 355-0909
22. SPMB	23.7	+ 2.0	60	2	<a href="#">Kevin Barry</a>	(415) 924-7200
23. Crist/Kolder Associates	18.9	-	4	1	<a href="#">Peter Christ</a>	(630) 321-1118
24. Marlin Hawk	18.6	+ 28.3	20	2	<a href="#">Mark Oppenheimer</a>	(347) 363-0253
25. Catalyst Advisors, LP	18.1	+ 21.0	9	3	<a href="#">John Archer</a>	(212) 775-0800
26. RSR Partners	17.0	- 25.0	19	8	<a href="#">Barrett J. Stephens</a>	(203) 618-7022
26. Bay Street Advisors, LLC	17.0	+ 20.0	20	1	<a href="#">Kevin P. Mahoney</a>	(646) 278-4331
27. McDermott & Bull	16.1	+ 26.0	15	9	<a href="#">Rodney McDermott</a>	(949) 753-1700
28. Koya Leadership Partners	14.2	+ 35.0	43	7	<a href="#">Katie Bouton/Molly Brennan</a>	(978) 465-7500
29. Direct Recruiters Inc.	14.1	+ 12.4	57	1	<a href="#">Dan Charney</a>	(440) 996-0865
30. Charles Aris, Inc.	13.7	+ 11.3	12	1	<a href="#">Chad Oakley</a>	(336) 378-1818
31. Quest Groups	13.2	+ 9.1	37	1	<a href="#">Joe Kosakowski</a>	(650) 328-4100
32. Govig & Associates	12.9	+ 11.7	31	1	<a href="#">Todd Govig</a>	(480) 718-6200
33. Steven Douglas	12.6	+ 22.0	37	14	<a href="#">Steven Sadaka/Matt Shore</a>	(954) 385-8595
34. IQTalent Partners, Inc.	12.4	+ 80.0	45	2	<a href="#">David Windley</a>	(629) 255-0709
35. Morgan Samuels	12.3	+ 21.7	19	5	<a href="#">Bert Hensley</a>	(310) 205-2208
36. Beecher Reagan Advisors	11.1	+ 11.0	12	4	<a href="#">Clark Beecher</a>	(713) 800-7497
37. Sheffield Haworth Inc.	10.6	+ 51.0	9	2	<a href="#">Julian Bell</a>	(212) 593-7119
38. CarterBaldwin	9.7	+ 11.0	6	2	<a href="#">David Clapp</a>	(678) 448-0009
39. TalentRISE, an Aleron Company	9.3	+ 17.5	5	1	<a href="#">Scott Stenclik</a>	(312) 509-4813
40. Toft Group Executive Search	9.0	+ 32.0	12	3	<a href="#">Robin Toft</a>	(760) 788-6010
41. Parker Executive Search	8.9	+ 2.2	12	1	<a href="#">Laurie C. Wilder/Dan Parker</a>	(770) 804-1996
41. The Stevenson Group	8.9	+ 10.0	4	1	<a href="#">Adam Bloom</a>	(201) 302-0866
42. Leathwaite	8.8	+ 7.0	5	1	<a href="#">Andrew Wallace</a>	(646) 461-9100
43. Strawn Arnold & Associates	8.5	+ 20.0	12	5	<a href="#">John Groover</a>	(512) 263-1131
44. Chartwell Partners	8.4	- 32.8	8	4	<a href="#">R. Stuart Bush</a>	(214) 269-1907
44. Howard Fischer Associates	8.4	- 5.9	11	4	<a href="#">Howard Fischer/Adam Fischer</a>	(215) 568-8363
45. NGS Global, LLC	8.2	- 15.7	9	5	<a href="#">David Nosal</a>	(415) 369-2200
46. Coulter Partners	8.0	+165.0	5	4	<a href="#">Bianca Coulter/Nicholas Green</a>	(973) 705-1217
47. Hanold Associates	7.8	+ 16.4	11	1	<a href="#">Jason Hanold</a>	(847) 332-1333
48. Kensington International, Inc.	7.3	+ 9.0	6	2	<a href="#">Brian Clarke</a>	(630) 571-3139
48. Greenwood/Asher & Associates Inc.	7.3	+ 9.9	37	2	<a href="#">Jan Greenwood/Betty Turner Asher</a>	(850) 337-1483
49. PierceWind, LLC	6.7	+ 35.0	15	3	<a href="#">David Allocco</a>	N/A
50. NorthWind Partners	6.5	+ 22.0	9	2	<a href="#">Mark HuYoung</a>	(703) 359-2953
50. Lindauer	6.5	+ 14.0	12	5	<a href="#">Deb Taft</a>	(617)829-0880

a) As of 2/1/18-1/31/19 b) As of 9/30/18 c) As of 10/31/18 d) Under audit e) As of 8/31/18

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firms and public companies and you identified the ones that have outsized returns, I suspect the returns would have been driven far more by the people than by the actual products or services,” said Mr. Guarino. “It stands to reason that if you’re trying to optimize your investment, you need to optimize your people.”

## BY THE NUMBERS

### Life Sciences Boutique Specialist

Coulter Partners grew **165%**...

...achieving status as fastest growing life sciences recruiter

To do that, Mr. Guarino speaks of companies needing to bring an integrated approach to their efforts to maximize value. “A holistic approach means strategic human resources, not transactional human resources,” he said, in a nod back to the sector’s true consulting roots.

### Turbocharged Growth

Growth among the Top 50-ranked search players in 2018 was broad and deep. By most measures, it was another year of exceptional expansion for executive recruiters plying their trade across the C-suite. A glance down the rankings table shows, for the most part, an extraordinary story of expansion. Among this group, 44 firms showed a percent increase. Of those, 40 firms reported double digit growth – with 23 reporting growth rates of 20 percent or higher.

## BY THE NUMBERS

### Healthcare Boutique Specialist

Klein Hersh grew **39%**...

...achieving status as fastest growing life healthcare recruiter

**Odgers Berndtson**, a global firm that has been expanding rapidly in the U.S. under CEO Steve Potter, reported \$69 million in Americas’ revenue, with a growth rate of 35 percent. “We were very fortunate to have had an excellent year,” said Mr. Potter. “First, we benefitted from hiring some great partners and principals, and we continued to increase our geographic reach and deepen our expertise. But, this year in particular, our C-suite clients turned to us to provide a broader suite of leadership consulting services, which is a direct result of the high level of consultative talent we employee.”

Like many Top 50 rivals, while executive search remains Odgers’ core business, the firm works almost non-stop with clients to help them develop, what Mr. Potter calls, “far looking human capital strategies” to ensure that their leadership teams are well-equipped for the future. Like True Search, this is the first appearance of Odgers Berndtson in the Hunt Scanlon Top 10 ranking.

**Options Group**, another top player serving the financial services markets, also enjoyed a stellar year, posting \$43 million in Americas’ revenue, an 18 percent gain. The firm employs 90, primarily out of its offices in New York City. *(cont’d. to page 8)*



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“This has been a record time of growth for Options Group as well as the executive search industry as a whole,” said CEO Mike Karp. “The world has experienced sustained and robust economic growth for close to a decade, and that has turbocharged the necessity to search for top talent.”

The U.S., in particular, he noted has had remarkable and seemingly accelerating growth, leading the world business boom. “On top of that,” he said, “the economy has soaked up inter-employed capital and tightened the markets for top talent significantly. In short, the executive search industry has been hitting on all cylinders, and this has lifted growth rates across our industry.”

**BY THE NUMBERS**

**U.K. Search Firm Expands in America**

With annual revenue fees topping out at **\$18.6 million...**

...Marlin Hawk was up **28%**

To help manage its own growth, Options Group recently appointed David Korn to serve as head of EMEA and as global chief operating officer. Mr. Korn, who sits on the firm’s operating committee and leads his efforts from London, has spent an entire professional career with the firm, having joined in 1999. His duties include day to day management, strategic planning, and corporate development. And like Mr. Karp, Mr. Korn is actively involved in deal origination and executing executive search and competitive intelligence assignments for investments banks, hedge funds, asset managers and alternative investment firms.

“Our success is gratifying, but in truth, it is also well-earned and has been the result of the core growth of strategic initiatives we have had in place for several years now,” added Mr. Karp.

**Increased Momentum**

**JM Search**, a well-known boutique that has exclusively served the private equity sector for four decades, reported \$29 million in revenues, a record year for the firm. It grew 33 percent. John C. Marshall, CEO, called 2018 “exceptional,” attributing the firm’s expansion “to the dedication of all our employees and their continued desire in knowing that great search *(cont’d. to page 9)*

<b>Hunt Scanlon</b> BIG FIVE GLOBAL SEARCH FIRMS			
Firm Name	2018 Revenue (\$ millions)	Percent Change	2017 Revenue (\$ millions)
1. Korn Ferry	1,911.0	+ 13.0	\$1,698.0
2. Spencer Stuart	805.0	+ 14.0	707.8
3. Egon Zehnder	735.9	+ 10.0	669.8
4. Heidrick & Struggles	716.0	+ 15.2	621.4
5. Russell Reynolds Associates	660.2	+22.0	540.3

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execution and delivery is the most significant factor in reaching your financial goals." JM Search employs 50 consultants and associates. 2019, he said, is off to a great start. "We see increased momentum across the board."

### BY THE NUMBERS

#### Fastest Growing Big 5 Americas Recruiters

Heidrick & Struggles **+19%**

Russell Reynolds Associates **+18%**

**ZRG Partners**, another search firm that has enjoyed a solid run, reported \$37 million in revenues. Its business grew by 50 percent. The firm now has 52 consultants and associates. "This was a great year for ZRG, and we expect the same for 2019 based on the strong start we showed in Q1," said CEO Larry Hartmann. "Our continued growth can be, and always has been, attributed to one thing: our people. We have been very fortunate to acquire very talented and experienced managing directors in the past year and that has been a key contributor for us." A number of the firm's consultants point to a collaborative culture, business platform, support network and infrastructure as key enablers that allow everyone at the firm to operate at peak performance. "Nothing beats a fully engaged team," said one consultant.

### Feeling Bullish

Leaders of the Top 50 all had one thing in common: optimism. A vast majority expect increases to continue well through 2019. According to participants in the Hunt Scanlon annual survey, 76 percent of recruiting firms said they met or exceeded their goals in 2018. A full 81 percent expect to bring in more revenue this year than last, while 86 percent expect higher profit margins. Optimism, it seems, reigns across the sector despite growing concerns and emerging challenges related to automation, macroeconomics and politics.

### BY THE NUMBERS

#### Big 5 Global Recruiters

**14%** Growth Rate...

...as Fees Top **\$4.8 billion**

Hunt Scanlon surveyed recruitment leaders on their use of AI, what some now call the 800 pound gorilla in the room. Hunt Scanlon found that U.S.-based recruiting providers as well as the global search outfits were anticipating increases in their operating budgets, notably to cover technology investments. A full majority, 56 percent, said they found AI to be a helpful tool; 10 percent said it was a threat to their business, while 18 percent said it was both a helpful tool and a threat. "One thing is certain," said Mr. Scanlon. "Search providers must continue to embrace digital transformation to drive and accelerate the business growth they have now come to expect. We are just at the cusp of realizing the full potential of AI and predictive hiring. No one must be complacent."

## Hunt Scanlon Global 30

Firm Name	Primary Contact	Worldwide Consultants	Owned/Affiliates Worldwide Offices
<b>Agilium Worldwide</b> Fortuny, 3, 2º Derecha, Madrid 28010, Spain	<a href="#">Pedro Nieto</a> +34 915 635 313	158	49
<b>Alexander Hughes</b> 100, avenue de Suffren, 75015 Paris, France	<a href="#">Julien Rozet</a> +33 1 44 30 22 00	130	53
<b>AltoPartners</b> Boulevard 17, 3707 BK Zeist, The Netherlands	<a href="#">Stephen Dallamore</a> +2711728 0105	275	60
<b>Amrop</b> Avenue Lambeau 40, 1200 Brussels, Belgium	<a href="#">Brigitte Arhold</a> +32 2 643 60 00	250	76
<b>Boyden</b> 3 Manhattanville Road, Suite 104, Purchase, NY 10577	<a href="#">Trina Gordon</a> (914) 747-0093	270	68
<b>Cornerstone International Group</b> 6008/6F, Novel Building, 887 Huai Hai Road (M), 200020 Shanghai, China	<a href="#">Simon Wan</a> 8621-64747064	225	60
<b>DHR International</b> 71 S. Wacker Drive, Suite 2700, Chicago, IL 60606	<a href="#">Geoffrey Hoffmann</a> (312) 782-1581	139	31
<b>Egon Zehnder</b> Nova South, 160 Victoria Street, SW1E 5LB London, United Kingdom	<a href="#">Rajeev Vasudeva</a> +44 20 7943 1902	450	68
<b>EMA Partners</b> 45 Rockefeller Plaza, 630 Fifth Avenue, New York, 10111	<a href="#">Richard Sbarbaro</a> (708) 531-0100	168	40
<b>Glasford International</b> P.O. Box 15651, 1001 ND Amsterdam, The Netherlands	<a href="#">Alan Paul</a> +31 20 65 99 666	340	38
<b>Heidrick &amp; Struggles</b> 2001 Pennsylvania Avenue NW, Ste. 800, Washington, DC 20006	<a href="#">Krishnan Rajagopalan</a> (202) 331-4900	353	53
<b>IIC Partners Executive Search Worldwide</b> 300 Park Avenue, New York, NY 10022	<a href="#">Christine Hayward</a> (646) 267-7932	390	55
<b>IMD International Search Group</b> Hardstrasse 201, 8005 Zurich, Switzerland	<a href="#">Matthias Mohr</a> +49 711 78076-50	147	41
<b>IMSA Search Global Partners</b> Hubelstrasse 26/28 CH-4603 Olten, Switzerland	<a href="#">Monika Ciesielska</a> +48 609 655 633	245	50
<b>International Executive Search Federation (IESF)</b> Rambla de Catalunya 86, 4º 1ª, 08008 Barcelona, Spain	<a href="#">Victor Carulla</a> 34 93 238 54 86	199	39
<b>Intersearch Worldwide Ltd.</b> The Old Council Chambers, Halford Street Tamworth, Staffordshire, B79 7RB, UK	<a href="#">Frank Schelstraete</a> +44 20 8638 5218	533	90
<b>IRC Global Executive Search Partners</b> Italahdenkatu 15-17, FI-00210 Helsinki, Finland	<a href="#">Dr. Rohan Carr</a> +61 3 9654 3288	388	82
<b>Korn Ferry</b> 1900 Avenue of the Stars, Los Angeles, CA 90067	<a href="#">Gary D. Burnison</a> (310) 226-2613	1,121	106
<b>Mercuri Urval</b> Jakobsbergsgatan 22 111 44 Stockholm, Sweden	<a href="#">Roger Hagafors</a> +46 705 840 226	352	54
<b>Odgers Berndtson</b> 20 Cannon Street, London, EC4M 6XD, United Kingdom	<a href="#">Kester Scrope</a> +44 207 529 1060	267	62
<b>Panorama Search</b> 420 Lexington Ave. Suite 820, New York, NY 10017	<a href="#">Craig Buffkin</a> (615) 988-2580	214	46
<b>Penrhyn International</b> 38 Queen Anne Street, London, W1G 8HZ, United Kingdom	<a href="#">Donal Watkin</a> +44 20 7268 2067	152	43
<b>RGF International Recruitment</b> Unit 2206, 22/F, Wu Chung House, 213 Queen's Road East, Wanchai, Hong Kong	<a href="#">Hiroki Nakashige</a> +81 3 6835 8578	898	46
<b>Russell Reynolds Associates</b> 200 Park Avenue, New York, NY 10166	<a href="#">Clarke Murphy</a> (212) 351-2000	324	46
<b>Signium International</b> 150 N Wacker Drive, Suite 1040. Chicago, IL 60606	<a href="#">Alastair Paton</a> +44 (0) 207 036 9990	158	42
<b>Spencer Stuart</b> 353 N. Clark, Chicago, IL 60654	<a href="#">Kevin Connolly</a> (312) 822-0080	441	57
<b>Stanton Chase</b> 400 East Pratt Street, Suite 420, 21202 Baltimore, MD	<a href="#">Mickey Matthews</a> (410) 528-8400	362	76
<b>The Taplow Group</b> 14421 N. Prickly Pear Ct. Fountain Hills, AZ 85268	<a href="#">Steven N. Schrenzel</a> /Mark Firth (908) 517-7350	118	30
<b>TRANSEARCH International</b> 33 St. James's Square, London SW1Y 4JS, United Kingdom	<a href="#">Celeste Whatley</a> +44 20 7096 9168	156	58
<b>Ward Howell International</b> 275 Madison Ave, Suite 1500, New York, NY 10016	<a href="#">Asad Haider</a> (917) 472-7837	123	31



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## Talent Industry Predictions...



**Deb Taft, CEO – Lindauer**

*A profound need is rising for sophisticated leaders across every function. That is leading to better partnerships between recruiters and talent teams.*

Strong growth continues across the non-profit sector, with global talent needs burgeoning. In education, healthcare, arts and other mission-driven organizations, global recruiting firms are bringing decades of experience in search and talent to rapidly-developing charity sectors. This growth reflects the profound need for financial resources, meaning of course high demand for fundraisers and associated revenue-generating roles. But more than that, there is also a growing demand for sophisticated, effective leaders across every institutional function. The energy and desire for effective talent partnerships – not just search, but truly consultative partnerships that advance organizational effectiveness and talent retention – is palpable. And it's important to note that terrific internal talent management teams have not obviated the need for external recruitment partners, but in fact strengthened our partnerships.



**Brad Stadler, Founder and Managing Partner – True Search**

*There is a shift underway in how companies identify next generation leaders. Instead of searching externally, they are looking more internally for high potentials.*

We see two areas of growth. First, tech disruption continues to permeate all industries. Artificial intelligence and robotics are driving new business models from food tech to transportation and everything in between. Firms that are connected to candidate pools with this expertise will continue to benefit. Second, we're seeing a slight shift in how companies identify next generation leaders. Instead of searching externally, some companies are looking internally for high potentials and investing in their development. Firms that know the tech talent pool and have solutions that help identify high potential leaders are poised to take advantage of these growth areas.



**Bianca Coulter, CEO – Coulter Partners**

*There is a growing appetite for 'digitally literate leaders' who can transform organizations and lead them into the future. Everyone is now competing harder than ever to attract top talent.*

From our clients' perspective we are seeing transformation across the entire drug development lifecycle. Technology has acted as the catalyst for such change and AI and machine learning are leading to a quicker, cheaper and more accurate cycle. Emerging technologies are also improving the quality and speed of decision making in R&D and business development. What is needed to ensure success is digitally literate leaders who can transform their organizations and lead them into the future. This has led to a huge demand for those who have the right mindset and firms are competing hard to attract top talent.

*(cont'd. to page 14)*

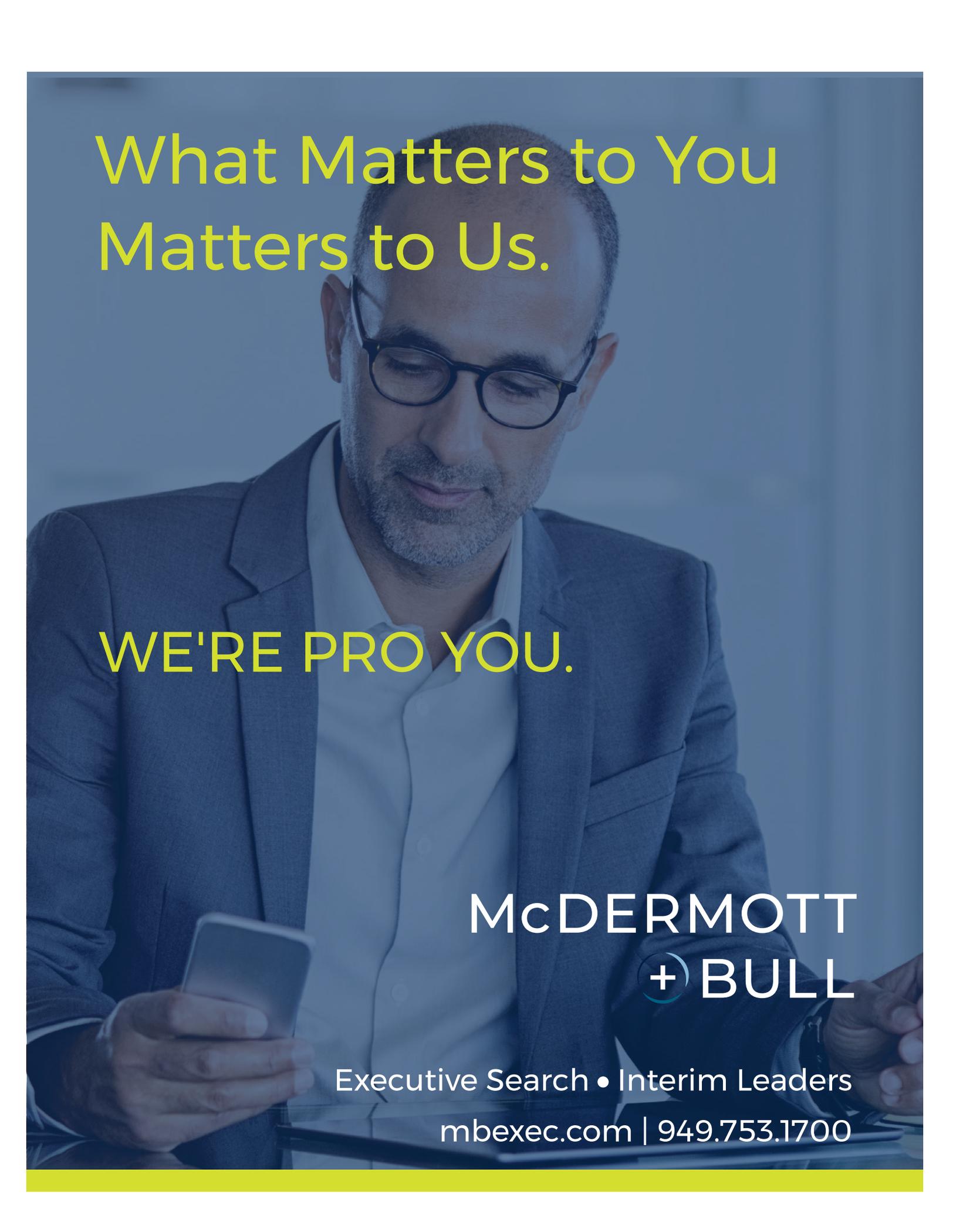
# Koya Leadership Partners is all about talent.

We identify, curate, and support exceptional leaders, and connect them with mission-driven organizations and responsible businesses in local communities and around the globe.

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LEADERSHIP  
PARTNERS



[www.koyapartners.com](http://www.koyapartners.com)

A man with glasses and a beard, wearing a grey suit jacket over a light-colored shirt, is looking down at a smartphone in his hands. The background is a blurred office setting. The entire image has a blue tint.

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## .... More Talent Industry Predictions



**David Windley, President – IQTalent Partners**

*AI will continue to have even more dramatic and disruptive consequences for everyone involved in managing talent.*

Over the next five years we will see more of the top of the funnel screening and filtering of candidates being done with the aid of artificial intelligence. This will correspond with a trend to have more in depth psychometric information being provided for final candidates, especially at the executive level.



**Mike Karp, CEO – Options Group**

*Refreshing and updating talent pools will be enhanced as digitization takes hold. Managing chronic uncertainty will be the best pathway to the future.*

Digitization will continue to take over the financial services recruiting industry and reshape it in many different dimensions. Technological changes to candidate screening have already led to improvements in ensuring accurate best 'fits' and employee engagement is now tracked and analyzed. AI will revolutionize how companies screen resumes and candidates in their databases, and is already replacing portions of the interviewing process itself. Digitization will require constant retraining of employees and the rapid transitioning of work models. It will lead to a continual rise of remote work. While many organizations will benefit and see advances of automation and artificial intelligence and experience a positive impact on their future, the unknowns will continue to cause stress and uncertainty on the financial services labor force itself. Companies will use digitization to shift to a continuous-learning model and offer employees pathways to professional and personal improvement, engaging them in the process of change. Digitization has and will continue to fundamentally change the outlook of companies on how their employees work together to ensure that the talent pool is constantly refreshed and updated. Those that who manage chronic uncertainty the best will be those that have the best digital strategies and implement them successfully.



**Molly Brennan, Founding Partner – Koya Leadership Partners**

*The strategic benefits of diverse leadership and teams are demanding diverse candidate slates. Millennials are leading the push for inclusivity.*

Diversity, equity, and inclusion (DEI) will continue to grow in importance in the search and human capital sectors. As organizations – both non-profit and for-profit – become more aware of the financial and strategic benefits of diverse leadership and teams they will begin demanding diverse slates of candidates and focus more on strategies for attracting and retaining diverse staff members. The rising millennial generation will also deeply impact this increased focus on diversity, as they strongly prefer working in diverse environments and will push their employers to drive toward more inclusion.