

Year in Review 2012



International Association for Corporate & Professional Recruitment

Bringing Together Corporate Recruitment & Retained Search

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For 34 years, the International Association for Corporate & Professional Recruitment (IACPR) has been dedicated to providing the senior-level recruitment community with opportunities to network, share best practices and build cutting-edge expertise within a collaborative environment.

A great deal has changed since our founding in 1978, especially in the past several years with the up and down lurches of the market. So we decided to use our IACPR Global Conference 2011 as an opportunity to see how corporate and retained search partnerships are faring in this unsettled environment. We asked retained search attendees how they would characterize the relationship they have with their top clients – and queried corporate recruitment participants on the relationship they have with their major retained search firms.

The results were gratifying. Almost one-third of corporate respondents and over half of the retained search professionals surveyed say they have a strong ongoing partnership, one where corporate turns to the retained search firm regularly for advice and counsel and considers the firm an integral part of the management team. Approximately another one-third of respondents in each category describe their relationship as very good, sharing information on key recruitment issues on an ongoing basis.

Strong partnerships like these are the critical foundation for meeting the talent management challenges that are facing companies today. At the IACPR Global Conference 2011 – during the presentation and panels, the interactive audience discussions and our networking events – we talked extensively with each other about how executive talent acquisition and retention are changing, and the innovative approaches that organizations are developing to address a myriad of issues.

Embrace New Ways of Working Together

Recruitment gurus have predicted for years that a new model of retained search is right around the corner. However, it seems rather than a complete reinvention, search models are readjusting, gradually and quietly, to fit the needs of the times. Corporate recruitment and retained search professionals are combining forces in non-traditional ways to get an executive search done – sharing the responsibility for different parts of the process as it makes most sense, for example, and focusing on the ultimate success of the placement, rather than just search completion. In fact, in our survey, 100% of our corporate respondents report that they plan to use a mixture of internal recruitment resources and outside search firms for their next senior executive hire.

Make the Candidate Experience Paramount

The news is full of the dismal unemployment figures – but as everyone in recruitment can tell you, it is just as hard to find truly top-quality executives as it was when McKinsey first introduced the War for Talent almost 15 years ago. Leadership skills are still at a premium – and in the current environment, it can be even harder to convince top executives to make a move. Communication with the candidate is essential throughout the process and beyond, whether or not the executive is hired. Every company should collect and consider candidate

feedback carefully. Former candidates can be the best (or worst) ambassadors for an organization – and can have a major impact on how a company is perceived in the hiring marketplace.

Focus on a Compelling Executive Value Proposition

At our conference, Towers Watson presented new research on why executives choose a company, want to stay or decide to go. According to the study, senior executives are looking for satisfaction, trust and respect. Their top reasons for choosing or staying with an organization are the manager they work for, strong senior leadership, a high level of autonomy, challenging work, and exciting products and services. Studies show that a strong executive value proposition – where reality does actually match the corporate verbiage – not only has a positive impact on recruitment and retention but has been linked to better financial results, increased customer satisfaction and higher analyst ratings.

Looking Back on 2011

- We remain financially stable, with a Board of Directors and an executive management team fully committed to our mission and our goal of being *the* definitive player in the industry.
- In 2011, we held one of our most highly rated international conferences ever, with the theme of *The New Talent Management: Strategies for the Future*. The past several years have been difficult ones for businesses everywhere – marked by uneven markets, loss of confidence and an unpredictable competitive landscape. Companies need to rethink how they are approaching talent management – and embrace innovative strategies that can successfully attract, retain and develop outstanding executives. We explored how leading-edge companies are handling the tough realities of today, while reimagining how they will deal with the transformations of the future.
- We brought content-rich events to our members through our chapter meetings and our popular Teletopics series, with topics ranging from using “people data” to develop effective recruitment strategies to executive mobility and building a successful internal sourcing function.
- We continued to publish our *Talent Strategies Update* newsletter, featuring interviews with a variety of top experts on leading-edge talent management issues.
- Our highly praised Spring and Fall Small Search Firm Forums once again brought together boutique retained search firms to discuss issues specific to them.

Understand the Changing Nature of Diversity

In the global marketplace, a company that employs a diverse workforce is better able to understand the demographics it serves, and is thus better equipped to thrive, in good times or bad. Diversity today encompasses the whole human outlook – age, culture, personality,

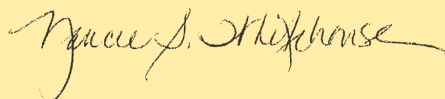
skills, training, education and total life experience. Companies' diversity initiatives need to be geared to hiring and developing talented people who have the skills to succeed in a multi-cultural, borderless business environment. So diversity hasn't been put on the back burner during the economic downturn – but the definition of diversity and how companies are handling the challenges have significantly changed.

Measure... Measure... Measure... But Strategically!

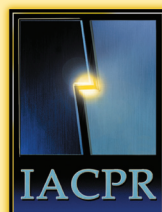
More than ever, human capital measurement is essential to building a successful talent management process – whether it's analyzing employee engagement, turnover, cost per external vs. internal executive hire, on boarding results, diversity, compensation levels or a host of other potential statistics. But in all cases, as Discussion Partner Collaborative's Tom Casey pointed out at the conference, measurement has to be tied to your strategic intent – with the goal of determining the real impact of your talent decisions. Measurement merely for the sake of measurement won't move you forward.

The IACPR is built on the concept of sharing innovative talent management practices, in an environment of trust and constructive dialogue. This is why, after more than three decades, we are still the organization that the corporate recruitment and retained search communities depend on to build expertise and strengthen relationships.

Nancie Whitehouse



IACPR Chair



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