

Global Guide to Choosing an Executive Search Firm

Everything business leaders—from CEOs and CHROs to Boards of Directors and Procurement teams—need to know about Executive Search.

By the Association of Executive Search and Leadership Consultants (AESC) aesc.org



The Value of Executive Search: Why Use a Search Firm?

THE LANDSCAPE

In a highly competitive global market, the search for exceptional leadership talent extends beyond local boundaries. Today's executive search consultants are more than talent scouts; they are strategic partners equipped with a global perspective. Using tested methodologies, these firms offer tailored strategies to find, assess, select, and develop transformative leaders. As partners, they understand the value of success and the cost of failure.

REDUCING RISK AND GETTING IT RIGHT

Shareholder confidence, organizational effectiveness, and employee engagement are just a few of the immediate benefits of "getting it right." The risks associated with an unsuccessful executive hire can be disastrous.

The direct costs of not getting it right include the full cost of replacing an unsuccessful CEO or C-suite executive and the impact on sales or market position. The indirect costs can be even more significant and include lost momentum and the negative impact on organizational, market, and customer confidence. A wrong executive hire affects employee morale and productivity, client-customer relationships, and economic performance. These risks can be reduced, and the converse benefits enhanced by leveraging the sophisticated assessment, search, and due diligence processes that executive search firms provide to clients.







Understanding Talent Acquisition Models:

In-House Talent Acqusition, Executive Search, and Contingency Recruiting

A business can take one of three general approaches to hiring executive level personnel: executive search consulting, in-house recruiting, and contingent recruiters.

EXECUTIVE SEARCH

Executive search firms are specialized management consultants that are retained by the client on an exclusive basis in an advisory capacity.

An executive search consulting firm partners with a client to identify, assess, and select the very best possible candidate. Often these candidates are already happily employed. The first step is to convince them to consider a new opportunity. Thus, trust and confidentiality are paramount in an executive search.

To be sure a candidate is fully vetted, executive search firms employ highly sophisticated methodologies. These may include competency-based interviewing, 360-degree referencing, and due diligence processes that may be augmented by psychometric testing and broader assessments. Executive search consultants seek candidates who will have a long-term, positive impact on the client organization. This creates a win for the client, the candidate, and the executive search firm.

IN-HOUSE TALENT ACQUISITION

Larger organizations may have in-house recruiting departments that focus on hiring at all levels. An in-house team has many solid tools available, including firm-wide skills, inventories, access to traditional recruiting tools, and a network of potential candidates. Generally, in-house recruiting departments are best resourced to focus on entry-level placements to middle management.

Candidates respond differently to an independent third party than they do to direct outreach from the hiring company.

Top executives trust the confidentiality they know they receive from an experienced independent third party. In-house teams will often work directly with an executive search firm to fill their organization's most senior-level executive roles and board of directors positions.

COMPANIES TURN TO EXECUTIVE SEARCH FOR:

- Board recruitment
- Searches above \$200,000 USD
- Broader range of candidates
- Confidential search
- C-suite positions
- Cross-border searches
- Hard to fill positions
- Newer leadership roles



CONTINGENT RECRUITING

Contingent recruiters present a pool of candidates that fit certain criteria. In general, they do not operate on an exclusive basis and typically work the frontend of the process, leaving the assessment and selection work to the client. They seek to place as many candidates as possible in the shortest possible time and tend to work with many assignments concurrently. They are often measured by the volume of placements. If a particular assignment is not getting traction, contingent recruiters have little incentive to continue, as they are not hired on an exclusive retained basis for the assignment.

Contingent recruiters are most often used for mid-level or lower-level positions. They tend to focus on candidates actively looking for a new role and positions that have much lower risk associated with a failed placement.

Unfortunately, executive search and contingent recruiting are often thought of interchangeably when they are in fact completely different models.





Selecting an Executive Search Firm

The effective recruitment of senior management is critical to any organization's success. The number of unqualified firms declaring to be qualified to conduct an executive search has created the need for guidelines. When reviewing which executive search firm to select, a client should consider the following:

1. INDUSTRY KNOWLEDGE SPECIALIZATION AND GEOGRAPHIC REACH

The executive search profession is often highly specialized by industry, function, and geography. There are also quality generalists, especially in smaller regional markets, where reputable search consultants conduct searches across a wider range of functions and industries but still bring specific, in-depth expertise to each assignment.

AESC client research shows clients worldwide consider industry and functional knowledge a top factor when selecting an executive search advisor:

What are the most important factors when considering an executive search firm?

- Consultant's industry/functional knowledge
- Consultant's reputation
- Firm's industry/functional knowledge
- Prior positive experience
- Firm's reputation
- Assessment methodology
- Trusted advisor relationship

2. TRACK RECORD

Quality is an essential factor in selecting an executive search firm. Just as a client will want reference checks taken on candidates, references on the search firm are an important part of the selection process. The firm's reputation, and more specifically that of the individual consultant handling the assignment, can be evaluated through comments on past performance. Completion rate and repeat business are also indicators of a strong commitment to clients.

3. TERMS OF ENGAGEMENT

Clients must receive the terms of the engagement in writing to ensure clarity on the part of the client and the consultant/consulting team. This written agreement should provide a clear understanding of the assignment from beginning to end, the lead advisor who will be serving the client, the scope of the project,



UNDERSTANDING "OFF-LIMITS"

- Off-limits can include the search firm's commitment not to recruit the placed candidate at a later date except under mutually agreed upon conditions, for example a change in ownership.
- Off-limits may also include a set group of individuals that are part of the direct team that is impacted by the specific search and an agreement not to recruit those involved for a set period of time, again as mutually agreed.

the timing, the fees and payment schedule, deliverables, and specific terms related to the assignment that might include guarantees, off-limits, conflicts, data management, and other important terms.

4. CONFLICTS OF INTEREST

When selecting an executive search firm/consultant, clients should ask about any potential conflicts of interests. AESC Members avoid conflicts of interest with clients, candidates, and all other outside parties. Where a potential conflict may exist, members disclose and resolve these conflicts mutually with the client. AESC Members accept their

responsibility to constantly evaluate, disclose, and resolve issues that emerge over the course of an assignment.

5. SELECTING A FIRM COMMITTED TO THE HIGHEST QUALITY STANDARDS

Asking if the firm is a member of the global Association of Executive Search and Leadership Consultants (AESC) is a good place to start. All executive search firms within the AESC global Membership have been vetted to rigorous quality standards and commit to AESC's <u>Code of Professional Conduct</u> and <u>Professional Practice Standards</u>.

Clients who register at AESC.org have access to <u>The AESC Member Directory</u> where they can search for vetted member firms and consultants by geography, industry, and role.



The Executive Search Process

Understanding the executive search process is fundamental in choosing a firm to find your company's next successful CEO, board director, C-suite or strategic position.

CLIENT RESEARCH & MEETINGS

STEP

STEP

Detailed research into the organization begins once the client engages an executive search firm. The lead consultant and their supporting team will explore the organization's history, values, mission, products, services, leadership, strategy, brand, financials, strengths, weaknesses, and company culture from an internal perspective.

Typically, firms will schedule briefing meetings with key stakeholders to gather information about the company. Firms will also seek external market perspectives to further understand the dynamics of the client organization.

Client with a longstanding relationship with a search firm appreciate the value of working with a trusted advisor who has deep knowledge of the company, industry, markets, and customers, and keeps up-to-date on the company's latest moves and strategic goals and evolving competencies needed for each specific leadership role.

ESTABLISH THE MANDATE & SEARCH PRIORITIES

The mandate and search priorities are specific to an organization's current and future needs, business strategies, and goals. The lead consultant will work with the hiring manager and other relevant leaders to determine the qualities of the ideal candidate.

The search firm creates a brief for the position and a candidate profile detailing the company, role, ideal core competencies, goals of the position, preferred experience, qualifications, responsibilities, and challenges for the position, such as regulatory and licensing issues.

One of the main advantages of hiring an executive search firm with deep expertise is the firm's ability to bring evolving market trends to the discussion in order to shape a relevant position description. Partnering with a retained executive search firm provides an objective third-party perspective, going beyond an inward picture of the role. An expert advisor will think outside the box, searching in alternative markets and industries for candidates with transferrable skills.

SET THE SEARCH STRATEGY

The lead consultant develops a customized search strategy that outlines how they will source, identify, and verify prospects. When setting the strategy, search firms employ rigorous results-focused methodologies, exercise objective judgment, and operate with the utmost integrity. This step involves two major components:



MARKET MAPPING

STEP

STEP

5

Using the meetings, research, profile, and brief as a guide, the firm begins to map out the talent pool across industries and geographies.

SOURCING & IDENTIFYING

Search teams draw on their deep networks of industry connections to source candidate information from experts in the field. They also use cutting-edge technologies and techniques to identify a diverse range of candidates without bias. Many search firms also conduct preliminary referencing to assess candidates before speaking to them. This includes getting third-party referrals and recommendations from senior leaders in the industry.

Typically, the search firm focuses on passive candidates, meaning high-performing executives who are already employed and making a significant impact in their current organizations. These candidates are often not looking for a new role.

APPROACH & EVALUATE CANDIDATES

Once the search firm has built a strong list of candidates, it will begin outreach. During an initial conversation, the consultant will gauge

the prospective candidates' interest while highlighting the value of the hiring organization and the position. Consultants work to pique interest in the position with the strongest candidates.

Throughout their relationship with the candidate, executive search firms act as the client organization's brand ambassador, using a detailed and tailored approach to appeal to the candidate. They also provide open communication throughout the process, keeping both the organization and candidates up-to-date on the search progress.

The best firms understand that relationships with their clients and candidates are built on a foundation of trust. They will go to every length to ensure that all information entrusted to them, from and about either client or candidate, is respected and protected.

CREATE A LONGLIST OF CANDIDATES

With the insight gained from market mapping, sourcing, and candidate outreach, the executive search firm presents a long list of candidates

before conducting further evaluation and executive assessments. The longlist is presented in the form of a report, which typically includes each prospect's name, company, current position, contact information, resumé, and notes from any interactions. The search firm and the client winnow down the longlist of candidates to a shorter list of top candidates through a comprehensive interview process.



EVALUATE A SHORTER LIST OF CANDIDATES

Search firms use a multi-measure assessment process that combines behavioral competency-based interviews with psychometric assessments and more to inform selection. The evaluation step also includes a focus on understanding the candidates' interest in the position and willingness to explore the opportunity. The multi-measure approach helps selection committees remove bias, enhance objective judgment and decision-making, and identify what the candidate has done, what they can do, and what they want to do.

PRESENT THE SHORTLIST OF QUALIFIED, INTERESTED CANDIDATES

The shortlist of the strongest candidates is presented to the client. Executive search firms provide clients with detailed reports on each shortlisted candidate. The report usually includes candidate CVs, assessment reports, interview reports, and a detailed analysis of fit related to the core competencies of the role. The search firm then schedules interviews between shortlisted candidates and key people at your organization.

PRESENT THE OFFER & NEGOTIATE

Once the client organization has selected a candidate, search firms will often present the offer and work with both parties to negotiate acceptance, the compensation package, and any additional agreements.

Firms are clear that they negotiate on behalf of the client, while being respectful and fair to the candidate. A skilled search firm will be able to advise both the candidate and the hiring organization on market standards to help find a fair and competitive package of compensation and benefits. Firms often prepare the final agreement with their clients.

ONBOARDING

STEP

STEP

An executive search firm's job typically does not end with the placement. Ensuring a seamless transition for the executive is critical to set up the executive and organization for success. This support can range from regular checkins and guidance to more in-depth, ongoing leadership coaching.

HOW EXECUTIVE SEARCH FIRMS ENSURE FAIRNESS IN EVERY STEP OF THE PROCESS

Executive search firms understand that opportunity and inclusion are key to creating an experience of belonging for candidates and building a strong culture for organizations. All individuals should have the opportunity to be their authentic selves from the initial engagement to post-placement.

Firms committed to opportunity and inclusion weave tangible actions to reduce bias throughout the executive search process. It begins within the firm, ensuring that everyone on the team shares a commitment and understands their key role in the process.



During the process, the search firm may provide guidance on creating a strong, unbiased selection process, including having a hiring team with a variety of perspectives and lived experiences. Throughout the process, search teams aim to broaden their talent sources and ensure objectivity through globally validated assessments and other tools.

ENLIST AN AESC MEMBER: EXECUTIVE SEARCH FIRMS THAT MEET THE HIGHEST QUALITY STANDARDS

AESC Members recognize that ensuring quality requires careful processes every step of the way. They also understand clients need leaders for their most critical positions, now. This is where experience and expertise matter most: a partner who knows the market, knows the functional role, and understands the evolving needs of the industry.





Why Choose an AESC Member

When choosing an AESC member, clients can expect to work with an executive search and leadership consulting firm that meets rigorous standards, has deep knowledge in their respective markets and industries, is committed to AESC's Code of Professional Conduct and Professional Practice Standards, and deploys unmatched resources to each assignment.

AESC members serve as trusted advisors who consistently improve and innovate to bring the best resources to bear on behalf of their clients. By virtue of selecting an AESC member firm, clients can be secure in their choice of consulting firm and can reap the benefits that only a trusted advisor can deliver. The best organizations work with the best firms: members of AESC.

CONFIDENCE AND CREDIBILITY START HERE

With increasing oversight and transparency, it is critical that hiring and advancement processes, especially in senior leadership roles, stand up to intense scrutiny. Boards increasingly see the value in hiring an independent third party to identify high-quality talent, ensuring they have looked to the best in the market, not just friends and private networks.

Candidates respond very differently to an independent third party than they do to direct outreach from the hiring firm. Discretion is paramount for executives not actively seeking new opportunities. An independent executive search consultant provides a discreet channel for exploring sensitive career discussions without jeopardizing a candidate's current position. By leveraging their neutral stance and proven track record, seasoned search consultants can facilitate candid dialogues and potential matches that might otherwise remain unexplored, ultimately benefiting both candidates and client organizations.

Integrity is the most important tenet of the AESC Code. Members have an unwavering commitment to integrity and practice at the highest standards. Clients can be assured that their consultant will conduct assignments with integrity and professionalism.

AESC CODE OF PROFESSIONAL CONDUCT

AESC members are committed to the highest professional practices, including:

ETHICS & INTEGRITY

AESC members put integrity above all else. They maintain the highest ethical standards within their firms, with clients and candidates, and in the community.

EXCELLENCE

Excellence guides the work we do. AESC members focus on their clients' unique business needs, using rigorous, evidence-informed, results-focused methodologies while innovating new solutions when needed.

OBJECTIVITY



AESC members exercise independent, objective judgment. Trusted relationships are grounded in knowledge, expertise, honesty, and respect.

OPPORTUNITY & INCLUSION

AESC members know the power of different perspectives and inclusive cultures. They are guided by this knowledge for the benefit of clients, candidates, and themselves.

CONFIDENTIALITY

AESC members protect confidential information entrusted to them by clients and candidates. This includes a commitment to data privacy and security.





AESC Client Bill of Rights

What are your rights and obligations as a client? You can expect the following when working with an AESC member.

CANDOR

An AESC member firm will give clients a candid assessment of their capabilities. That assessment includes a firm's internal resources, knowledge of the function and industry in which the search will be conducted, and an overall understanding of the marketplace. An AESC firm will not undertake an assignment for which it is unqualified.

CLARITY

The terms of the engagement should be in writing to ensure clarity on the part of the client and the consultant/consulting team. This written agreement should provide a clear understanding of the assignment from beginning to end, the lead advisor who will be serving the client, the scope of the project, the timing, the fees and payment schedule, deliverables, and specific terms related to the assignment that might include guarantees, off-limits, conflicts, data management, and other important terms.

CONFLICTS

AESC members avoid conflicts of interest with clients, candidates, and all other outside parties. Where a potential conflict may exist, members disclose and resolve these conflicts mutually with the client, including a waiver of the conflict by the client when appropriate. AESC members accept their responsibility to constantly evaluate, disclose, and resolve issues that emerge over the course of an assignment.

DEEP KNOWLEDGE

AESC member firms strive to achieve a robust understanding of their clients' businesses and industries, challenges, and opportunities. They know that successful searches require that the consultant possess a deep knowledge and understanding of a client's unique executive talent needs, organizational culture, customer strategy, and regulatory environment. AESC members have a deep knowledge relevant to the opportunity, the competitor landscape, best-in-class functional requirements, and the marketplace. They also bring unique insights and expertise on how to identify hard-to-find talent.

ADVISORY RELATIONSHIP

Executive search firms are specialized management consultants who serve as trusted talent and leadership advisors to their clients. AESC member firms operate on a retained and exclusive basis for executive search, providing expert advice from the beginning to the conclusion of each assignment. This exclusive, client-centered model of operation combined with deep expertise is a key to quality. AESC members conduct themselves with absolute integrity. Clients can rely upon them for their independent, objective judgement.

Outstanding client service begins with a full understanding of the client organization, its business needs, and its culture. AESC members provide honest and unbiased opinions based on this deep understanding.



AESC members use rigorous, results-focused methodologies designed to deliver a broad set of diverse candidates with the skills and competencies needed for the position.

They work in close partnership with a client to define current and future talent needs, identify a broad set of high-potential candidates, assess for essential skills and competencies, select, negotiate with, and onboard those best suited through comprehensive, quality-assured search processes.

CONFIDENTIALITY

AESC members always protect any confidential information entrusted to them by clients and candidates. Client, candidate, and information from others including sources and references is never shared beyond the scope of the assignment, and never used for a consultant's own or other parties' personal gain.

AESC requires the adoption and use of a consistent set of privacy standards for the protection of personal data. AESC data protection guidelines are intentionally aligned with standards established by the EU General Data Protection Regulation.

COMMUNICATION

Depending on the position to be filled, the availability of talent, and a host of other factors, a successful search can take anywhere from a few weeks to several months. AESC member firms ensure effective, ongoing communication regarding all aspects of the search, including market response, list of candidates being developed, and any potential challenges that may inhibit the search.

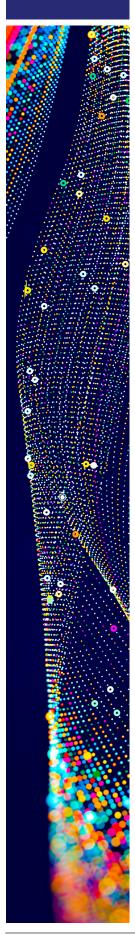
OPPORTUNITY AND INCLUSION

AESC members view diversity in its broadest sense and consider the full spectrum of talent in each assignment. They know inclusive leaders intentionally welcome the contributions of all stakeholders while encouraging teams to voice different perspectives and opinions.

FOLLOW-THROUGH

As a trusted advisor, the executive search firm's responsibility does not end when the candidate accepts an offer. AESC members are available to assist their clients with onboarding and integration, and remain in communication with the client and the new hire to support successful onboarding.





Executive Search and Data Privacy: Four Questions Clients Should Ask

1. How, if at all, does the executive search firm use Artificial Intelligence in your executive search assignments?

An emerging issue is a commitment to ethical AI development and use. The use of AI includes such things as protecting privacy and data security, avoiding discrimination and bias, providing transparency, and ensuring fairness and accuracy. AI may support the work we do, but it should never take the place of professional judgment. Search firms should be transparent in how they are using AI in each assignment. AESC encourages continuous learning and collaboration, and this includes the rapidly evolving field of generative AI.

2. Does the executive search firm safeguard confidential information?

AESC members protect any confidential information entrusted to them by clients, executives, candidates, partners, or other sources, and are committed to data privacy and data security. Members understand that the irresponsible disclosure of information can have unforeseen and potentially catastrophic repercussions. Therefore, members keep all sensitive information on a strictly need-to-know basis. AESC requires the adoption and use of a consistent set of privacy standards for the protection of personal data in the context of executive search and leadership consulting services, with the aim of improving the protection afforded to individuals and fostering trust in executive search and leadership consulting profession. These standards must be either the AESC Data Protection Guidelines or the members' own standards, provided they are equally strong.

3. How does the executive search firm use confidential data related to executive search assignments?

For executive search assignments, information sharing between clients and candidates is a necessary part of the executive search process. Members use such information only in the context of a client assignment. Client, candidate, and information from others including sources and references is never shared beyond the scope of the assignment, and never used for a consultant's own or other parties' personal gain. In these assignments, data is owned by the search firm and is treated as such.

4. What is the executive search firm's data privacy and security policy?

Be sure to know what measures the firm will take to secure your data. Where will it be stored both geographically and within the organization? Who will have access and how will it be transferred? This information should be outlined in a data privacy policy, but still ask questions. The AESC Best Practices for Data Protection guide keeps AESC members up-to-date on critical legal requirements to ensure data privacy and data security.

DOWNLOAD AESC BEST PRACTICES FOR DATA PROTECTION





What Can You as a Client Do to Help Ensure Success?

SELECTING AN EXECUTIVE SEARCH FIRM:

- 1. Focus on integrity, track record, and expertise on your project.
- 2. Ask if the firm is a member of AESC, the global standards-setting association for the profession.
- 3. Understand who will conduct your search—ensure accountability.
- 4. Retain the consulting firm on an exclusive basis and be prepared to treat they/them as a partner.
- 5. Understand your assignment is a consulting assignment and the firm you hire should be paid for the advice and guidance they provide from beginning to end. Fees are generally structured with a retainer and payments that are set at specific time frames or milestones.
- 6. Don't select based on level of fees; the lowest cost advisor is not likely the one who will deliver the highest value. Consider the impact of getting the right hire in the right timeframe.

BRIEFING THE EXECUTIVE SEARCH FIRM:

- 1. Introduce the search team to key decision makers, and if relevant, board members.
- 2. Educate—the more information that you can give your search team, the more effective and committed they will be. Don't hold anything back.
- 3. Advise the search firm of what must be kept strictly confidential.
- 4. Develop a shared understanding of the timeline and key milestones. Ensure you meet your key dates.
- 5. Get all relevant parties to sign off on the search strategy and position specification prepared by the search firm. These are critical documents and must be comprehensive and accurate.
- 6. Refer any internal candidates to the search firm for evaluation. Be sure they are part of the process.
- 7. Agree with the search firm who will be responsible for detailed background checking of shortlisted candidate's qualifications, employment history, and civil/criminal records. You may employ third parties for this specialized function.

DURING THE SEARCH:

- 1. Evaluate candidates against the agreed specification—it's the cornerstone of the search. Be prepared to refine if advised by the search firm.
- Respond quickly concerning your level of interest in presented candidates.
 An inefficient or strung-out selection process reflects badly on you. Schedule interviews promptly.



- 3. Facilitate direct dialogue about candidates between the search firm and hiring manager/decision makers, and deepen their sense of partnership.
- 4. Communicate clearly the key challenges of the job and ensure that the interviewing team is in agreement. Treat the interviews like a client presentation—just as much may be at stake.
- 5. Remember that short-listed executives are not applicants but candidates. Treat them courteously and respect their own tight schedules. They may have reservations about the job and your organization. This is your time to "sell" the candidate on your company and the importance of the position. Remember, top candidates are often in high demand and may have other options they are considering.
- 6. Balance buying and selling. Use candidate interviews to initiate two-way conversations. Don't forget that both parties need to be happy for the fit to work.
- 7. Provide timely, meaningful, and comprehensive feedback to the search firm so that they know how to proceed.
- 8. Expect your consultant to do comprehensive reference checks.

GAINING ACCEPTANCE:

- 1. Use the search consultant to test ideas, establish limits, reinforce messages, and serve as an "honest broker" when negotiating the final package.
- 2. Don't delay—time is of the essence in securing a favored candidate. Don't engage in bureaucracy that could kill the deal.
- 3. Draft the offer letter for review by the search firm and discuss with the candidate before sending the final copy for signature. The last hurdle is as crucial as the first.

SUCCESSFUL ONBOARDING:

- 1. Once an offer is accepted, work closely with the search firm to ensure transition to the new position. Our research shows that candidates want more assistance with onboarding than clients realize—the search firm can provide valuable support in this critical transition.
- 2. Agree to a mutually beneficial schedule of follow up and feedback.
- 3. Don't forget that the consultant is invested in the candidate's onboarding and success. The consultant should be leveraged as a useful source of advice and guidance for both sides during the first months of a new appointment.





A Key Difference

Key characteristics that distinguish executive search consultants include:

- Operating on an exclusive, client-centered basis with a limited number of assignments at any one time.
- Being hired directly by the client for each assignment.
- Identifying candidates with broad perspectives and access to individuals not actively seeking new roles.
- Managing all aspects of the process, from defining the search to integrating the selected candidate.
- Charging a consulting fee (retainer) that reflects in-depth advisory work.
- Delivering high-quality service and a slate of highly qualified candidates.
- Building long-term relationships with clients based on trust.

The relationship between an organization and a search firm is more than just the delivery of a specific assignment. The best consultants are trusted talent and leadership advisors, providing guidance on a broad range of solutions related to leaders, teams, and culture.

CHOOSE AN AESC MEMBER: EXECUTIVE SEARCH FIRMS THAT MEET THE HIGHEST QUALITY STANDARDS

AESC Members are committed to the highest standards in the profession. They understand the importance of quality processes while also recognizing the urgency clients face in filling critical positions. They provide experienced experts who know the market dynamics, functional roles, and industry needs, ensuring efficiency and effectiveness in their assignments. By following disciplined and rigorous processes, these experts help minimize risks for clients, offering confidence, credibility, and security in their services. AESC Members are the gold standards in executive search and leadership consulting.

Partnering with an AESC member firm provides expert guidance from ethical professionals dedicated to identifying and securing executive leadership tailored to your organization's unique needs and culture. This strategic alliance empowers your company to make transformative hires that drive innovation, enhance performance, and propel sustainable growth in an increasingly competitive global marketplace.

ABOUT THE ASSOCIATION OF EXECUTIVE SEARCH AND LEADERSHIP CONSULTANTS

Since 1959, AESC has placed and advised the world's leaders. AESC members represent 16,000+ trusted professionals in 1,200+ offices, spanning 70+ countries. AESC members are recognized experts providing consulting services in the areas of leaders, teams and culture to the world's leading organizations. They leverage their access and expertise to place more than 100,000 executives each year in board of directors and C-level positions across industry sectors. Learn more about us at aesc.org. For AESC's career services, visit bluesteps.com



Stay updated on executive talent & leadership trends.

