

## JM Beigbeder & Partners - CEO SEARCH

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**The changes taking place in corporate management are creating a demand for new skills and new personalities.**

Jean-Michel Beigbeder & Partners - CEO Search provides you with a solution.

### **Measuring the effectiveness of the Board of Directors**

It is very easy to establish excellent corporate governance on paper and still end up with an inefficient Board of Directors.

Bringing Boards of Directors into compliance with French or international norms is not enough.

Given the limited time which Directors have at the CEO's disposal, it is vital for their attention to be focussed on the essentials.

Evaluating the performance of a Board of Directors always begins with a review of the following points:

- Reviewing the Board's Charter, which lays out its functions and responsibilities,
- Defining the admission criteria for new Directors,
- Identifying the crucial subjects for the Board's agenda,
- Deciding how to take the time to establish a climate of mutual trust,
- Deciding how the Board should carry out regular self-assessments; these should not be based on redundant checklists or compliancy checks with governance rules,
- Deciding how to form an effective team capable of applying itself efficiently to the four or five key priorities at any given time.

## **Evaluating managerial capital**

Leadership consulting means helping companies to develop competitive, high-performance teams of executives.

The first step is drawing up a Management Audit; Jean-Michel Beigbeder & Partners / CEO Search conducts Management Audits for industrial and service groups.

This practice consists in a detailed and comparative evaluation of the strengths and weaknesses of key leaders, departments, divisions, etc., according to desired performance criteria and comparison with your competition.

This evaluation is essential when a new Chairman or CEO is taking office or when two companies are merging.

## **Coaching**

Senior executives sometimes need personal coaching - particularly when moving from one position to another, when being promoted or when moving to a different country. If required, we can advise you in choosing the right coach to provide one-to-one coaching for executives.

This service - which is confidential and takes place outside the company - is intended to reduce the risks resulting from significant career changes and to remove the obstacles which stand in the way of optimum performance. It is reserved for executives in whom the company wishes to invest the most, in order to promote them to the highest posts.

Our aim is to help companies improve the efficiency and performance of their senior executives and directors. Our specific vocation is providing ongoing advice to companies which are concerned about their top-level human capital in order to become or to remain competitive leaders in their sector.

Using diagnosis and judgment based on extensive references, we can provide a speedy solution to the urgent problems posed by renewing executive teams in industry, services, including financial services.

## **A new way of working**

Our clients need things to happen faster.

These days, time is a strategic factor and executives are in a hurry, just like shareholders, financial analysts and investors.

**The New Way of Working in Executive Search has to take these changes into account:**

Short cycles of change

A transparent world

Numerous databases

Increased demands for excellence

An immediate need for visible solutions

## **Professional standards**

Commitment / Confidentiality

Transparency / Investigative thoroughness

Respect for deadlines

Integrity

Competence

Objectivity

Precision/Focused searches

Transparent management of conflicts of interest

Confidentiality

Loyalty

Non-discrimination

## **Executive Search**

- To provide new spirit and drum up enthusiasm for a project within a company
- To carry out a new strategic assignment
- To rescue a company in difficulty
- To contribute creativity and leadership
- To renew a branch, division, department or function of the company

## **What we look for in an Executive**

- Traditional qualities: strong personality, vision, will, leadership, creativity, financial knowledge and genuine communication skills, etc.
- Solidity, depth, cultivated personality
- Considerable energy reserves
- High level of integrity
- Sensitivity (no inflexible types)
- Educational skills
- Genuine international experience

Seeking out future leaders for our businesses is one of the most urgent responsibilities facing chief executives and the senior managers who work with them.

It's up to them to set the tone for the future shape of the company: the management teams (departments, divisions and the main operational subsidiaries) must be composed of talented personalities who are not only technically skilled, but with superior performance and leadership when compared to their competitors. This is usually accomplished via a process of recruitment, training and internal mobility, orientated towards acquiring and maintaining the most effective teams on the market.

Orchestrating all this is the Director of Human Resources.

Jean-Michel Beigbeder & Partners / CEO Search considers no task to be nobler or more urgent than acquiring these talents externally when they cannot be found in-house.

Under normal circumstances, companies should be responsible for the successful progress of an individual career: otherwise, it will be external opportunities that provide career development.

We provide companies with a means of finding high-potential senior executives - worldwide. At the same time, we offer high-potential executives the possibility of discovering new opportunities.

**Searches for non-executive Directors and Chairmen:**

To evaluate the performance of management

To approve important decisions made by senior management

To oversee the corporate accounts and the compensation of key executives

To make a fresh contribution to strategy, marketing and corporate relations

To take action in periods of crisis

To take part in certain Board meetings

For companies which have decided to separate the posts of Chairman and CEO, we conduct searches for non-executive Chairmen.

**What we look for in a Director:**

Unquestionable success as the head of a large or medium-sized company.

Genuine desire to participate in the tasks of the Board.

Strong personality capable of expressing constructive criticism.

At least one specific strategic skill vital for the company (a “value-added” director)

An international dimension.

## **Instant Searches**

Jean-Michel Beigbeder & Partners' solution in the field of Instant Executive Search:

### **Anticipating client needs**

Permanent searches which are constantly being updated/broadened  
Below are a few examples of search assignments.

### **Examples:**

- Independent non executive Director (non French)
- French non executive Director
- Non executive Chairman of the Board of Directors
- Chairman of the Board for medium sized companies and start-ups
- Chairman and CEO of a large group
- CEO of a medium sized company or a branch division of a large group
- Financial director of a large group
- Financial director of a medium sized company
- Human resources director of a large group
- CEO of an investment bank
- Managing Director of an investment bank
- Senior Adviser of an investment bank
- Department directors

The time spent on a search corresponds to work:

- Checking profiles
- Collecting and evaluating references and adaptation to corporate culture
- Attracting and encouraging hard-to-get candidates
- Negotiating entry conditions

The list of candidates is adapted to the needs of the company. It is constantly being refined during the search.

**Indicative time-frame for an Executive Search  
(Executives or Independent Directors)**

**Day -364 to Day -1:** Permanent monitoring of our priority profiles

**Day 0:** Client meeting. Advice concerning profile  
Looking over the list of potential targets  
Selection of preferred executives  
Agreement on the assignment

**Day 1 to 7:** Contacting targeted candidates - Interview - Evaluation -  
References

**Day 8:** Client feedback

**Day 9 to 16:** Client interviews

**Day 17:** Client decision - Start of negotiations - Offer

**Day 30:** Official hiring of the successful candidate

**Jean-Michel Beigbeder & Partners** invoices a flat retainer in three instalments equivalent to 33% of the estimated annual compensation of the successful candidate.

Expenses incurred are billed separately (usually 10 to 15% of the fee). A minimum fee is billed for every assignment, whatever the compensation level.

## **Jean-Michel Beigbeder**

Dual national French and American, Jean-Michel Beigbeder founded Beigbeder & Partners in 1986.

After undergraduate studies in Paris and at Amherst College, Massachusetts, USA, he received a master's degree in law (Lauréat of the Paris Law School), a graduate degree at the Institut d'Etudes Politiques de Paris, and a MBA at Harvard Business School. He was in addition a Teaching Fellow in French Literature at Harvard University.

In April 1964, he joined Spencer Stuart, the profession's benchmark search firm and world leader, first as the Founder of its Paris practice, then as Managing Director for Europe and Managing Partner - Chairman of the Group from 1974 to 1982. He was among the pioneers who introduced and developed this profession in France.

From 1983 to 1986, he headed Korn Ferry, the largest search firm in the world, as Chairman of its International Executive Committee with special responsibility for Europe.

From 1986 to 2000 he created and managed his own firm, Accord Group Beigbeder & Partners, which he sold to Whitehead Mann Plc in 2000.

From 2000 to 2003, Jean-Michel Beigbeder was in charge of the Board Practice in France for Whitehead Mann Plc. As such, he carried out many CEO and Non-Executive Director search assignments in France and the rest of Europe.

Jean-Michel Beigbeder has been Chairman of the Board of Directors at Alphamed (a private clinics group), where he is still a non-executive Director, and Chairman of the Board of Spencer Stuart (after his Managing Partner position) until 1982.

In January 2003 he set up Jean-Michel Beigbeder & Partners / CEO Search, Executive and Director Search Consultants.

## **Isabelle de Gérauwilliers**

Dual national French & British, Isabelle de Gérauwilliers studied Political Science and Journalism at Ottawa University, Canada, then graduated in law (Master in Law) at Paris Law School (Assas).

After 3 years with Spencer Stuart & Associates, as the Research Director (83-86), Isabelle de Gérauwilliers joined Jean-Michel Beigbeder as an Associate upon the creation of Beigbeder & Partners in 1986.

Isabelle de Gérauwilliers was promoted to Partner in 1989 and launched the “Luxury Goods Practice” of the firm.

Since 1992, Isabelle de Gérauwilliers focused on CEO and Board level searches.

Isabelle de Gérauwilliers created IDG–CEO Consulting in 2001 dedicated to Top Executives Coaching. She rejoined Jean-Michel Beigbeder – CEO search in January 2004, where she is Senior Partner in charge of senior level searches and individual coaches, as well as Boardroom consulting.