

» Human Values for Business



Kienbaum Executive Consultants

“The increasing speed at which changes in technology, to markets and customers’ expectations are taking place has created the need for an entirely new type of manager. The successful manager of today initiates and shapes change and safeguards the lasting success of the company. At the same time, he or she embodies his/her vision of the future and acts as a role model to all those in the working environment. Integrity and reliability are as important characteristics as the ability to think and work across cultural boundaries. The basic values upon which the success of any company is built are thus becoming ever more crucial in the modern business world.”

Jochen Kienbaum, Chairman of the Kienbaum Executive Consultants GmbH



» Tailor-Made Solutions

Executives, top management talent and specialists have the decisive competitive edge in a global economy.

People, their ideas, their energy and their personalities determine the development of any business. Be it a global listed cooperation, an established family business, an SME (Small Medium Enterprise) or a start-up; be it members of the board of directors or of supervisory boards, executives or specialists:

We help our clients create added value by finding the right candidates and inspiring them to seize new opportunities. This goal cannot be achieved by simply carrying out search commissions. We view ourselves as our clients' long-term sparring partners in their pursuit of forward-looking, sustainable organizations. After intensive discussions with our clients to gain an understanding of their strategy, overall business situation and corporate culture, we develop the right strategic human resource targets to meet the challenges of their future organizations. These targets in turn form the foundation of their recruitment, talent and succession management requirements, which are used to define specific candidate profiles. If desired, we can also utilise management audits to benchmark key people and to survey the hidden potential and the strategic alignment of our client's existing human resources.

All of our solutions are tailor-made to suit the needs of our clients. Our consultant teams are made up of dedicated specialists in the relevant industry sectors, who understand the requirements of different regions and individual positions in line with the defined search profile. They know what the client is looking for and where to find the right candidates to match these expectations. During this process they draw on the support of our closely linked international offices, our well-established networks, our in-house research teams and our global database.



» Transparency From the First Briefing to the Final Placement

A professional search process ensures quality and creates absolute trust.

The briefing is the starting point of every project. In our briefings, we survey the vision, strategy and culture of the company, define the strategic and operational purpose of the target position and design a competence-based requirement profile. In our direct search activities, we discretely approach suitable candidates who fall within the defined search profile. At the same time, we scour our databases and utilise internet resources and personal networks for potential candidates.

During pre-selection, we check and assess potential candidates' written documents. Our consultants utilise high-quality, requirement-specific interviews to analyse the professional and social skills of the candidates and to understand their motivations. After the interviews and reference checks, we send our recommendations about the candidates we have selected for presentation to the client.

Throughout the entire consultancy process, we maintain close and constant contacts with our clients and candidates. This allows us to provide them with immediate and transparent progress reports on the search process in general, on the market environment and on competitors. If requested, we help our clients during the entire onboarding process and can contribute our know-how through our coaching network.



» Kienbaum Recruits Candidates for over 1000 Positions every Year

A small selection of our international search projects:

- » **Member of a Supervisory Board** for an international mechanical engineering company preparing for its IPO. The private equity owner of the company wished to recruit a respected person with stock market experience from within the industry to join the board. (USA)
- » **Advisory Board Members** for a specialist plant engineering company to support ongoing international expansion and to handover to the next generation of the family. The family-owned business selected competent and resourceful candidates with substantial experience in large corporations. All chosen board members had a CEO or CFO background. (Germany)
- » **CEO** for an international insurance corporation in the process of realigning its life and pension business in a changing market environment. (France)
- » **Research Director** for a global player in the pharmaceutical industry who oversaw the effective restructuring of the company's global research activities and achieved a considerable increase in efficiency. (USA)
- » **Finance Director** for a global market leader in IT services who sustained the company's leading position by means of effective global controlling. (Switzerland)
- » **Complete Sales and Marketing Teams** for a top name in the automotive industry charged with establishing and developing business across a range of Eastern European markets. (Poland)
- » **Supply Chain Manager** for a manufacturing company with a workforce of 500 employees, forced to reduce its tied-up capital. Our candidate achieved a substantial reduction in outside capital in record time. (U.K.)
- » **Sales and Marketing Leader** for a consumer goods company with 3000 employees that had not adapted quickly enough to a changing market environment. Our candidate realigned the company's pricing policy and distribution channels to enable the client not only to regain its former market position, but to exceed it within record time. (Czech Republic)
- » **Global Head of Strategy and CFO** for a world-leading software producer. With their strategic and financial realignment of the business unit, our candidates paved the way for the company's international expansion. (Germany)
- » **Head of Quality Management** for an automotive supplier with 1000 members of staff which was at risk of losing clients after weak performance in a succession of audits. Our candidate introduced new quality assurance systems and contributed substantially to averting the impending loss of business. (Hungary)
- » **Head of Development** for a consumer goods company whose creative ideas and revised segmentation of the product portfolio put the client back on track for growth. (China)
- » **EMEA HR Manager** for an international telecommunications company. Our candidate introduced an HR strategy that gave added value to the company's HR across the globe. (Netherlands)
- » **Technical Director** for a global market leader in plant engineering who contributed substantially to innovation in the company's development and production. (Japan)
- » **Head of Communication** for a listed financial services company whose realignment of the communication strategy boosted the company's image in all target groups and whose professional investor relations management improved the company's stock market performance for the long term. (Austria)



» Management Audits

Finding the best person for the job.

Kienbaum is one of the leading trendsetters in management diagnostics. Companies need to have confidence in the selection and assessment process of their management personnel. Diagnostic instruments help avoid flawed placements, unnecessary fluctuation, and offset the costly effects of bad investments.

The diagnostic procedures we employ are subject to the strictest psychological quality criteria and have proven their worth in a host of successful projects. They enjoy great acceptance among employees and new recruits alike. We focus on the unbiased, systematic assessment of the operational skills and strategic potential of managers in relation to the future challenges they will face. In many of our projects, mergers, strategic realignment and due diligence processes are the occasion for management audits – with management development programmes often being the logical outcome.

Kienbaum's management audits produce a structured and objective strength-weakness analysis of existing management skills. Our 50 dedicated diagnostics experts all possess substantial experience in the field and can guarantee fair and comparable results across functions and industries on the strength of the 1000+ successful audits they conduct every year.



» Structure and Placement at the Top

Corporate governance creates new challenges?

Paradigms have shifted not only in executive boardrooms, but also within supervisory and advisory committees. Similar to the developments which are taking place in strategic and operational management, supervisory boards are likewise being confronted with new requirements and demands.

One of the main changes influencing the interaction between executive and supervisory boards is the increasing "professionalization" of the controlling bodies. Whereas the initial objective was to re-design top executives' remuneration package, the emphasis has now shifted to recruitment of personnel for supervisory boards and committees. The predominant issue in this process is one of clearly defining the competencies required by supervisory board members and effectively integrating these into the selection process. Furthermore, in the interests of diversity, women and international personalities need to be adequately represented in supervisory committees and boardrooms. In this way, the need for an overall effective assessment of the competency of supervisory boards and their members will continue to increase in importance, especially in view of the possible liability issues for board members.

We are in constant contact with top executives and members of advisory boards. Our popular surveys on corporate governance topics provide these top managers with the essential know-how that is required by law and codes. We develop state-of-the-art solutions in the field of strategic workforce planning and deliver professional board reviews. As a trendsetter in all corporate governance matters, we anticipate new developments, for example by building up a broad pool of highly qualified female executives and advisory board members.



» NewPlacement

Severance is an everyday occurrence. The dynamics of international markets demand a breathing HR structures.

Letting established executives go can put pressure on companies, both from within and without. Reacting quickly to the given situation is crucial. A professional severance process is a sign of a company's social responsibility. NewPlacement improves a company's image and helps avoid costly legal proceedings. Kienbaum supports employers in the search for a constructive solution that is fair to both sides.

As a leading integrated HR consultancy company with decades of experience and presence in the markets, we utilise all our competences and vast network of contacts for the benefit of our clients. Paying due attention to the many-faceted issues of all of our personalities, jobs, private lives and the organization, our consultants actively guide their clients through the turbulent times of change.

In our NewPlacement services, we advise the executives and senior managers of our clients. Our in-depth knowledge of the industry and the markets has given us access to top international networks across the global economy. Our unique diagnostic skills enable us to find the perfect target position for the executive's future career.



» Internationality

Berlin or Bangkok, Zurich or Zagreb.

A global network is as important as knowledge of local markets.

Our experience in projects in over 50 countries is proof of our international reach. In addition to our 13 offices in Germany, we operate from 19 international Kienbaum offices and have cooperation partners in the leading economic hubs of the world. We are present in Austria, Brazil, China, Croatia, the Czech Republic, Finland, France, Hungary, Japan, Luxembourg, the Netherlands, Poland, Romania, Russia, Sweden, Switzerland, Singapore, and Thailand. Furthermore, the Kienbaum cooperation partner network can support you in Denmark, Italy, Spain, the U.K. and the USA.

Our search for the best minds goes well beyond national boundaries. In our international search assignments, we bring together our consultants' local market awareness and their knowledge of the relevant industry sector by forming cross-national project teams. The close cooperation between Kienbaum consultants of many different nationalities in multicultural offices is standard practise and gives our client the benefit of simultaneous executive searches across many different nations. Remember: "Talent is global"!

» Our USPs

- » Dedicated practice groups for all important industries and functions
- » Networks and access to members of the board, managing directors and to supervisory boards
- » Trusted advisor for political decision makers and leading scientists
- » Integrated consultancy advice on all HR topics such as remuneration, HR development and restructuring, management audits, coaching and process optimization as part of the service portfolio of the Kienbaum Group
- » We rank among the world's top 10 executive search agencies
- » Market leader in executive search services in Germany
- » Over 1,000 successful placements every year
- » Global reach with 32 Kienbaum offices and partner agencies
- » Competence in all search channels

» Locations

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