



# 2016 BlueSteps Job Outlook

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Exclusive interviews with AESC member executive search consultants inside!



# 2016 BlueSteps Job Outlook

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**Based on predictions by management-level professionals worldwide, director-level through C-suite, who are members of the Association of Executive Search and Leadership Consultants' BlueSteps career management service:**

### **Global optimism decreases as job numbers stagnate in 2016.**

Only 40.1 percent of senior-level management professionals share an optimistic outlook on the job market for 2016, meaning they feel confident about the opportunities that would be available to them if they decided to make a career move. This represents a 10.9 percentage point decrease in optimism compared to a similar survey conducted in 2014.

According to survey respondents, the number of senior management-level job opportunities has become stagnant. Most (41.5 percent) respondents expect the number of senior management-level jobs to stay the same in 2016 as in 2015. Nonetheless, the number of executives surveyed planning to look for a new position in 2016 has reached its highest point since surveying began (in 2010) at 90.2 percent.

### **Latin American optimism levels continue to decline.**

Optimism for the 2016 job market in Latin America hovers significantly lower (-16.1 percentage points) than the global percentage. 50.7 percent of senior-level management professionals in Latin America expect job vacancies to decrease in 2016.

### **Technology and healthcare/life sciences sectors continue to see the most growth.**

When asked which sectors respondents believe will see the most growth in management-level opportunities, the global top three were technology, healthcare/life sciences and financial services.

### **USA and Asia remain top-ranked countries for growth potential.**

In 2016, management professionals expect to see the most growth in the USA, followed by Asian countries (responses included India, Greater China and ASEAN).

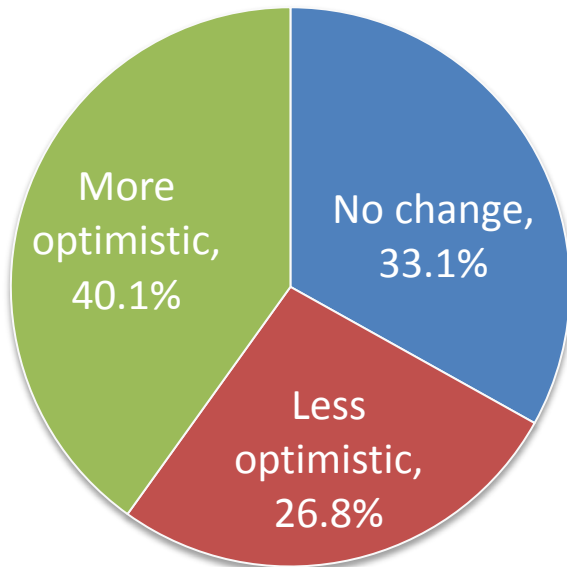


# BlueSteps Job Outlook: Global Insights



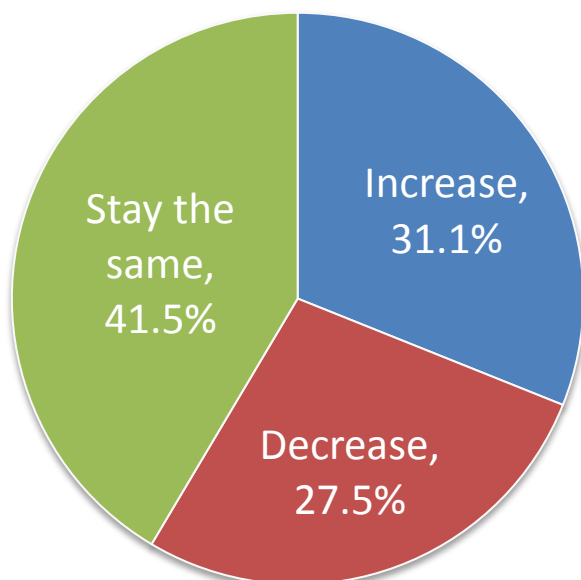
## Global Job Outlook

How would you describe your outlook on the job market for 2016 in comparison to 2015?



A significant portion (40.1 percent) of management-level professionals have a more optimistic outlook on the job market for 2016. Positivity has decreased 10.9 percentage points since this time in 2014 when a similar survey was taken of BlueSteps executives.

During 2016 do you expect the number of senior management-level (director to CXO) jobs to increase or decrease compared to 2015?

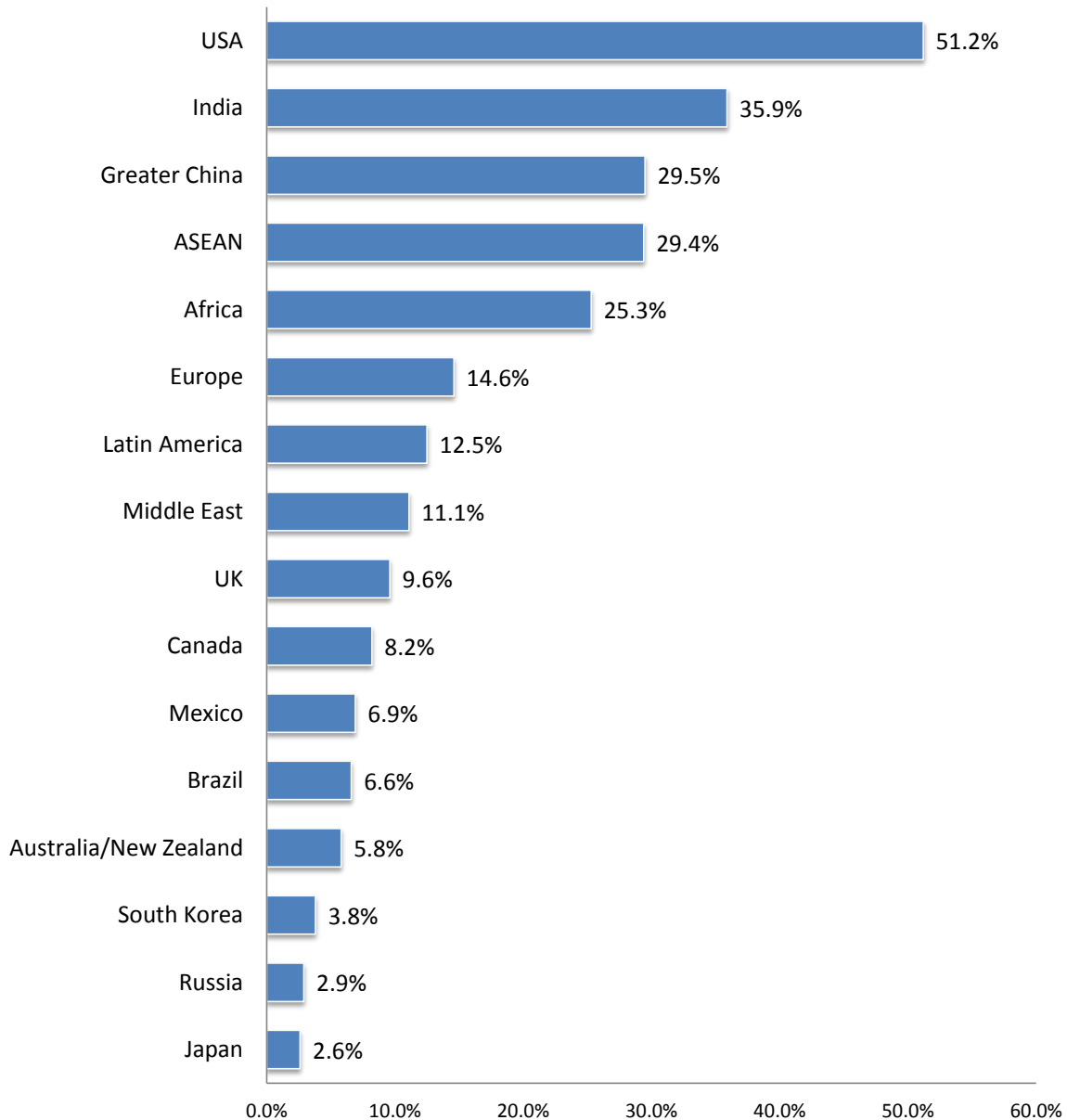


Most respondents (41.5 percent) expect the number of senior management-level jobs to stay the same in 2016 as they were in 2015.

## Market Outlook

Which of the following markets do you think will see the most growth in 2016?\*

\*Respondents were asked to choose up to three markets.



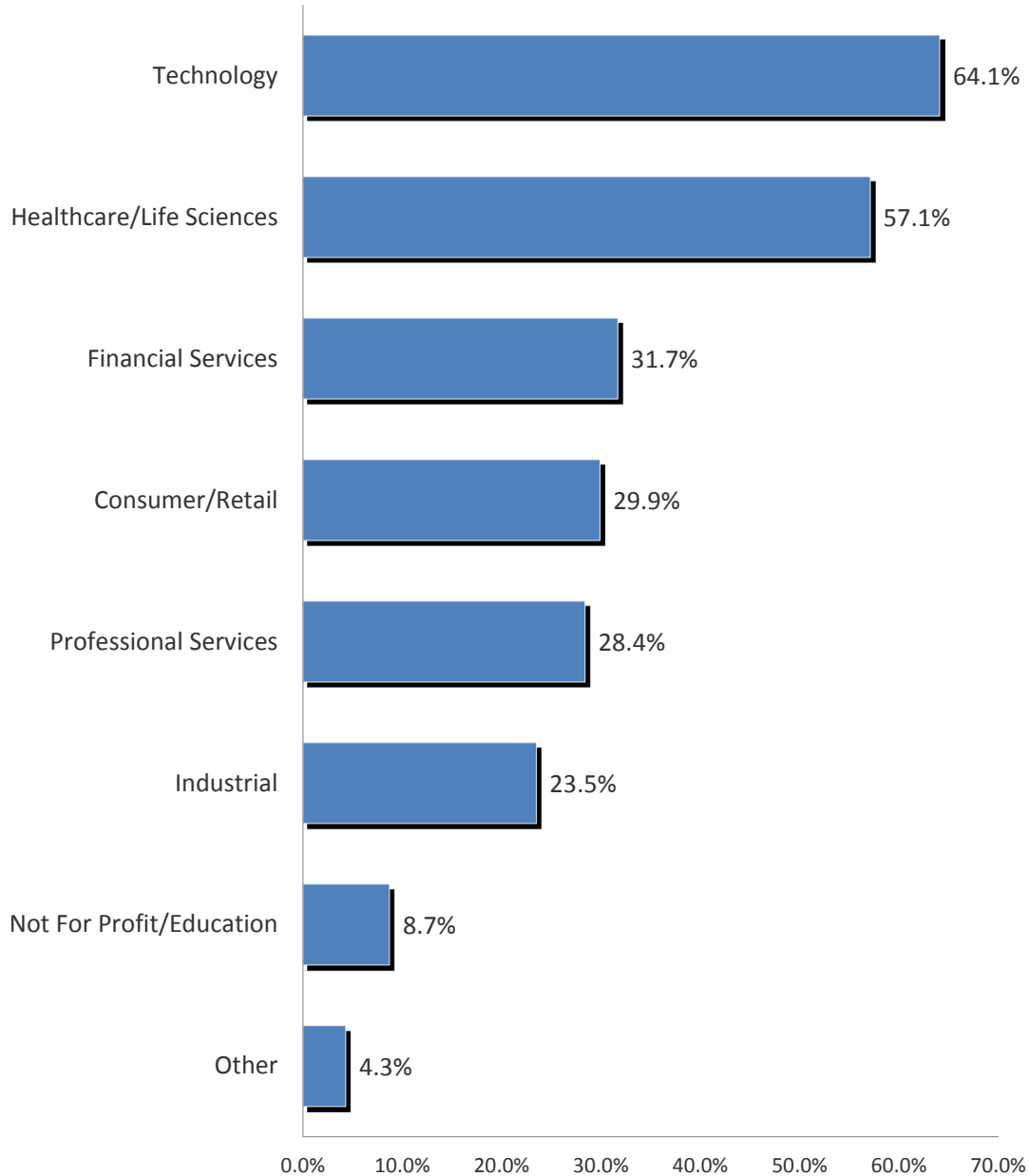
Management-level professionals believe USA, India, Greater China, ASEAN and Africa will experience the most job growth in 2016. This year, greater China dipped to third place (from second in 2015), while India has moved up to second place (from third in 2015).



## Sector Outlook

In which sectors do you expect to see the most growth in 2016?\*

\*Respondents were asked to choose up to three markets.

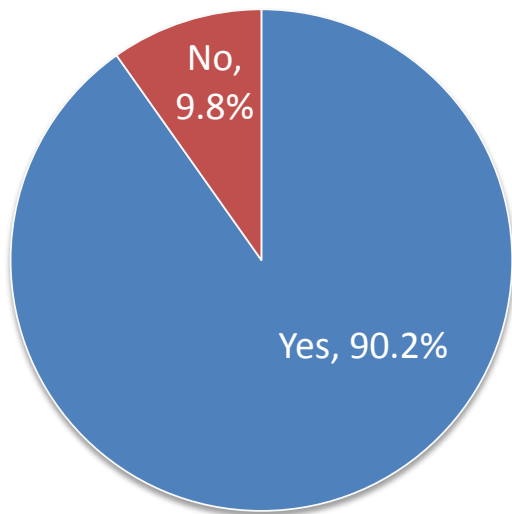


Management professionals rank technology, healthcare/life sciences and financial services as the three sectors that will experience the most growth in 2016. These sector predictions are similar to the predictions in last year's BlueSteps Job Outlook.

## Management-Level Professionals on Mobility

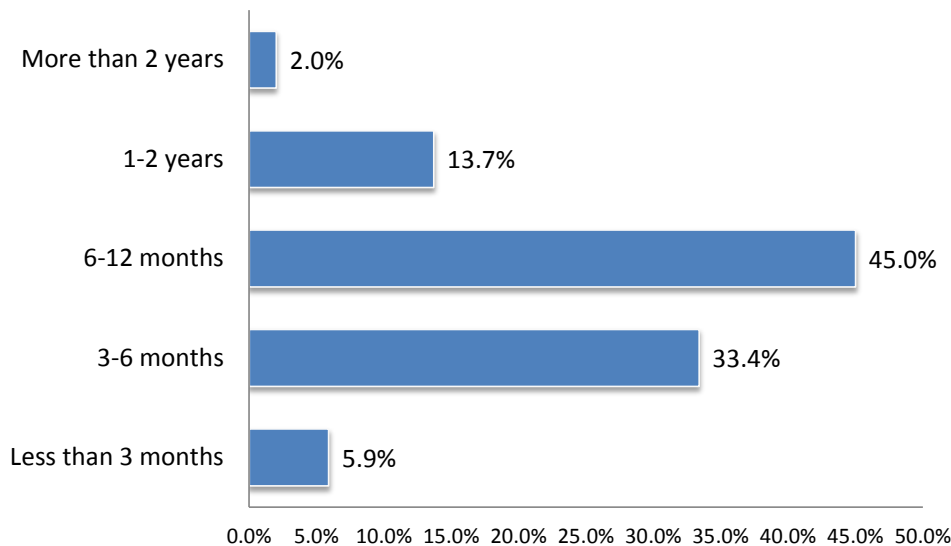
**Are you planning to look for a new executive position in 2016?\***

\*Respondents are from AESC's BlueSteps career management service, which consists of individuals who are or were at one point interested in gaining visibility to executive search consultants.



The majority (90.2 percent) of management professionals are planning to seek new opportunities in 2016, an increase of two percentage points since 2015.

**How long do you expect it will take you to find a new position in 2016?**



A greater percentage of management-level professionals (45 percent) expect the average timeline for finding a new opportunity in 2016 to be 6-12 months.

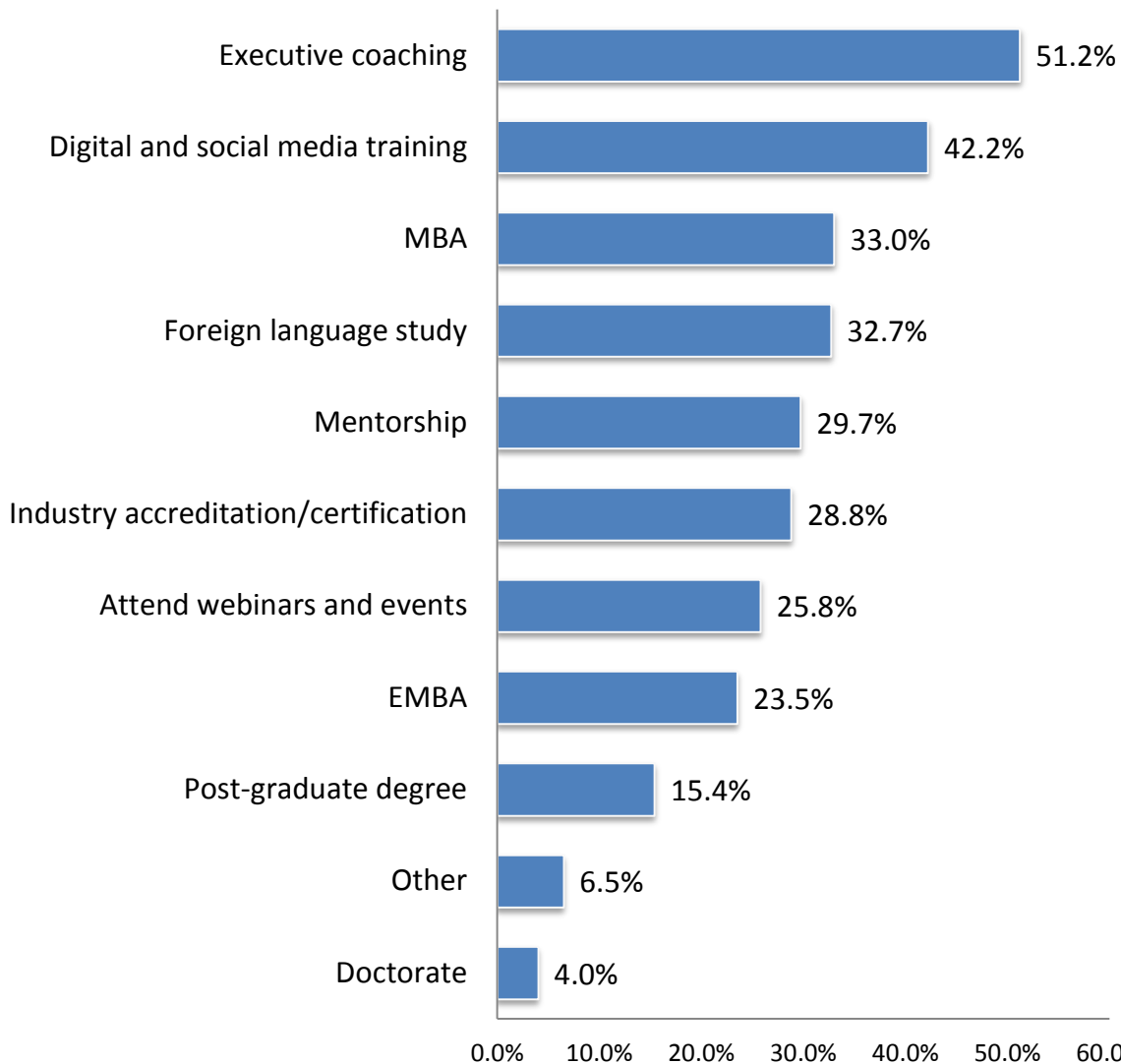
This is similar to responses from the last three years of surveys.



## Continuing Education

Which of the following additional education, besides on-the-job experience, should help executives stay relevant in the job market?\*

\*Respondents were asked to choose all choices that apply.



Respondents believe executive coaching is the most helpful form of additional education for those looking to stay relevant in today's job market. Digital and social media training and an MBA was also ranked highly.

One executive respondent noted that "There is a transformation happening with the nexus of IT forces, such as digital, mobility, cloud, social, etc. shaping the new way of doing business. There's an optimistic outlook for those who are abreast with the latest trends."

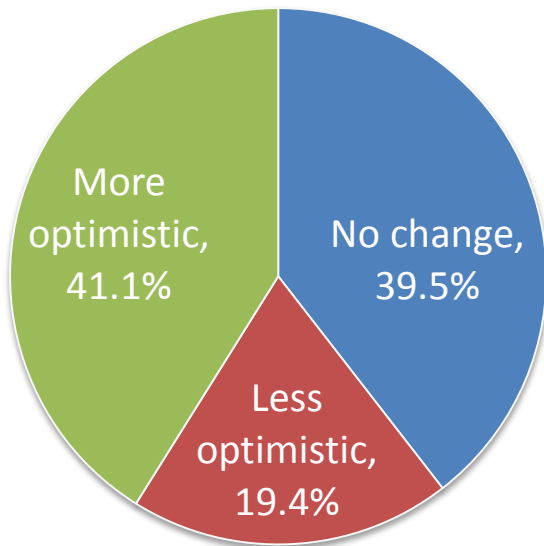


# BlueSteps Job Outlook: North America



## North America Outlook

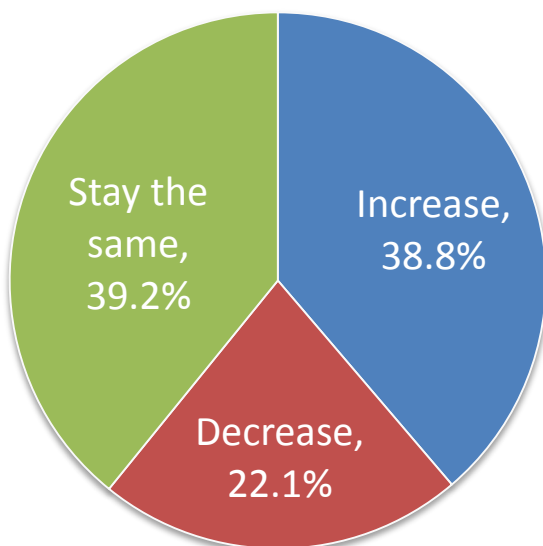
How would you describe your outlook on the job market for 2016 in comparison to 2015?



More (41.1 percent) management-level professionals in North America share an optimistic outlook on the job market for 2016. Responses indicate that this outlook was one percentage point more optimistic than the global job outlook.

One respondent noted, “Organizations have realized that bringing back manufacturing is helping them to have a better control over their operations and improving their margins. The continuation of bringing back manufacturing looks promising for the job market in 2016.”

During 2016 do you expect the number of senior management-level (director to CXO) jobs to increase or decrease compared to 2015?



Over one-third (39.2 percent) of management-level professionals in North America expect the number of management-level jobs to stay the same. A similar amount (38.8 percent) expect the number of jobs to increase.

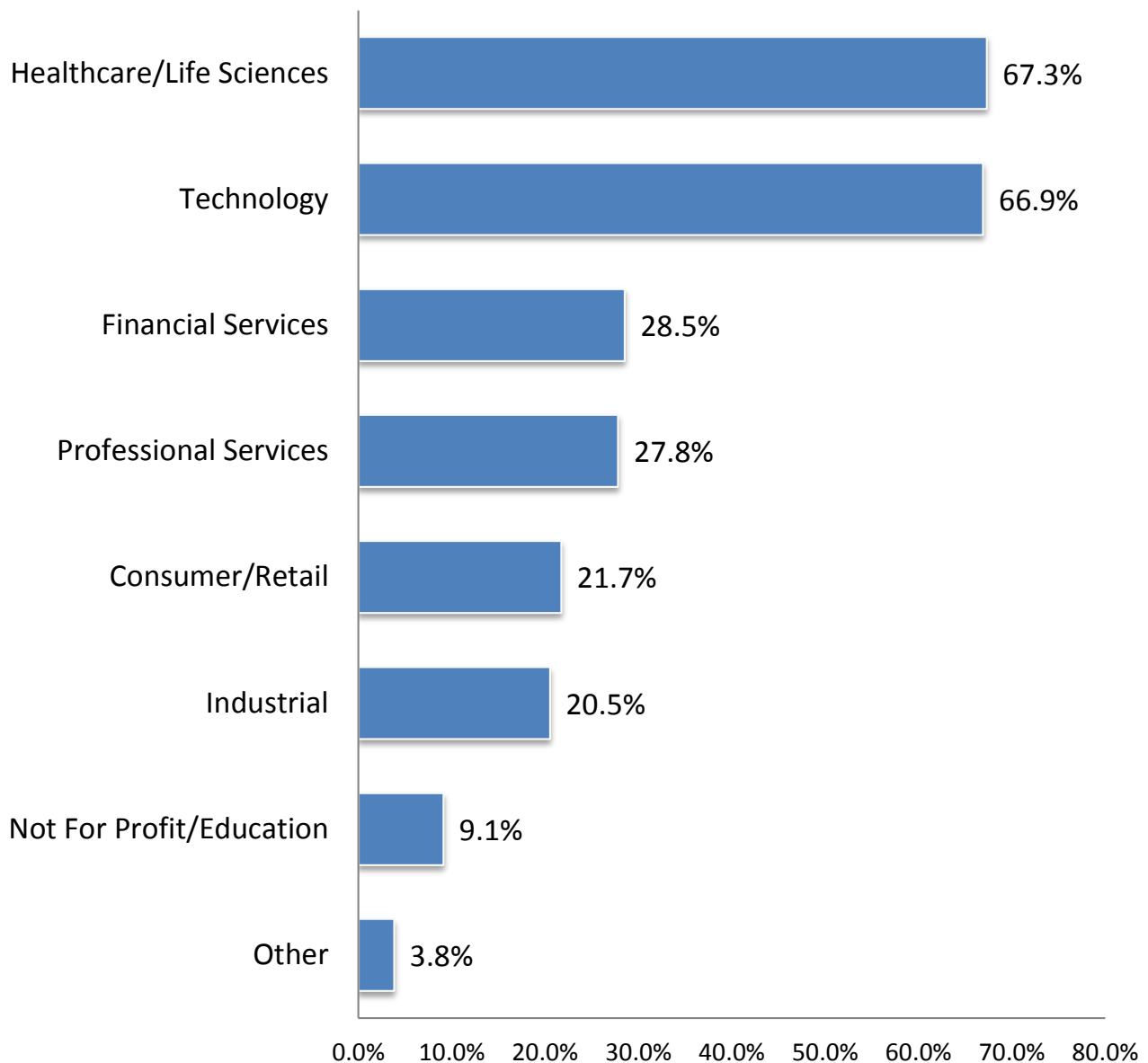
One professional commented: “Coming from Canada, our economy is driven primarily by commodities. Commodity markets are down considerably over the past couple of years and I believe they will be weaker in 2016. So the companies will need to restructure at all levels including the senior ranks.”



## North America Growth Sectors

In which sectors do you expect to see the most growth in 2016?\*

\*Respondents were asked to choose up to three sectors.



Management-level professionals in North America rank healthcare/life sciences, technology and financial services as the three sectors that will experience the most growth in 2016. This ranking is similar to the global ranking shown earlier in this report.

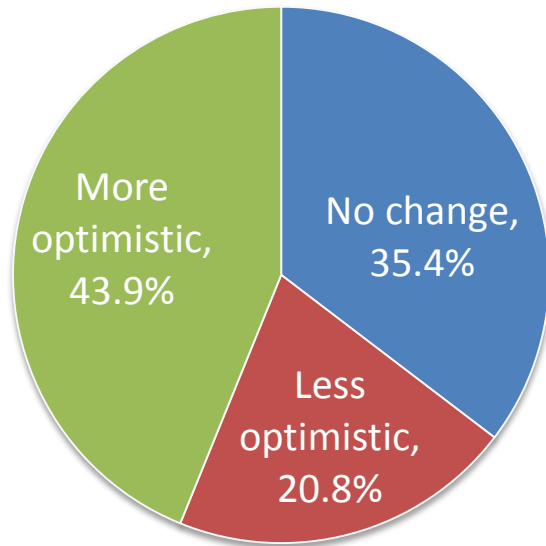


# BlueSteps Job Outlook: Europe



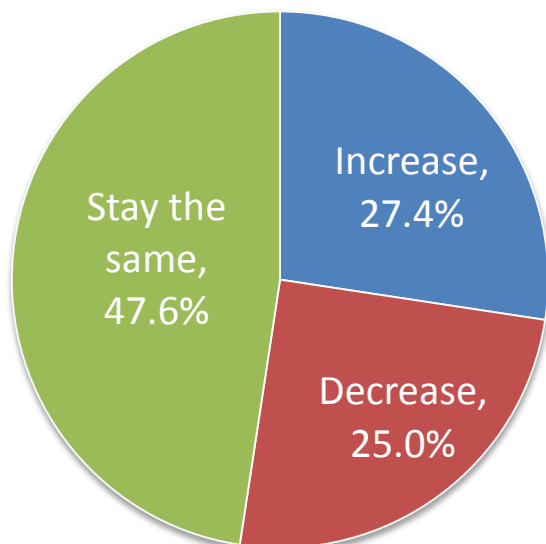
## Europe Outlook

How would you describe your outlook on the job market for 2016 in comparison to 2015?



More (43.9 percent) management-level professionals in Europe share an optimistic outlook on the job market for 2016. In comparison to the job outlook of management-level professionals across the world, Europe has a slightly better (+3.8 percentage points) outlook.

During 2016 do you expect the number of senior management-level (director to CXO) jobs to increase or decrease compared to 2015?



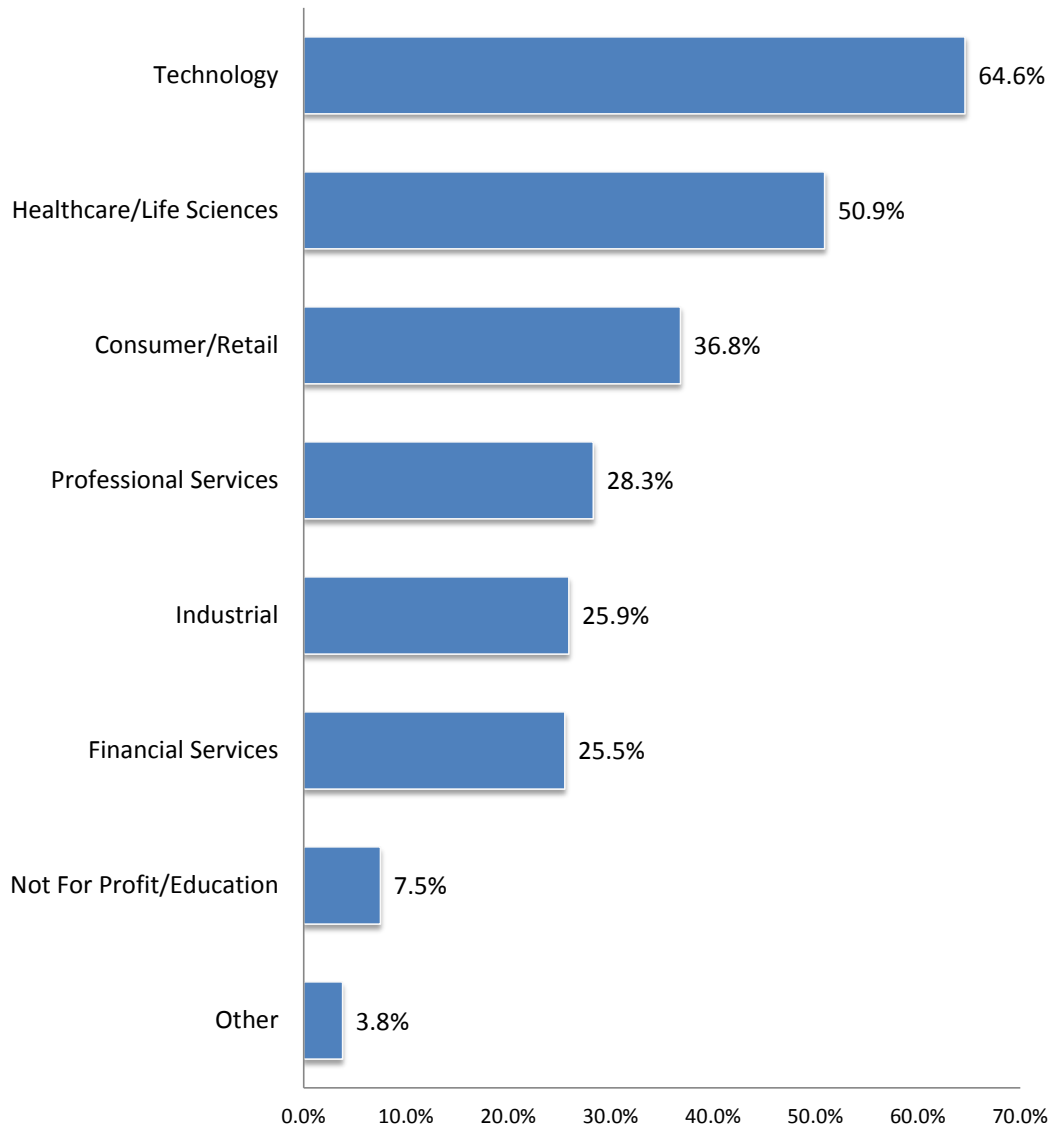
Almost half (47.5 percent) of management-level professionals in Europe expect the number of management-level jobs to stay the same in 2016.



## Europe Growth Sectors

In which sectors do you expect to see the most growth in 2016?\*

\*Respondents were asked to choose up to three sectors.



Management-level professionals in Europe rank technology, healthcare/life sciences and consumer/retail as the three sectors that will experience the most growth in 2016. Diverging from the global and foreign regional trends, consumer/retail stands out as a sector that may see significantly improved growth.

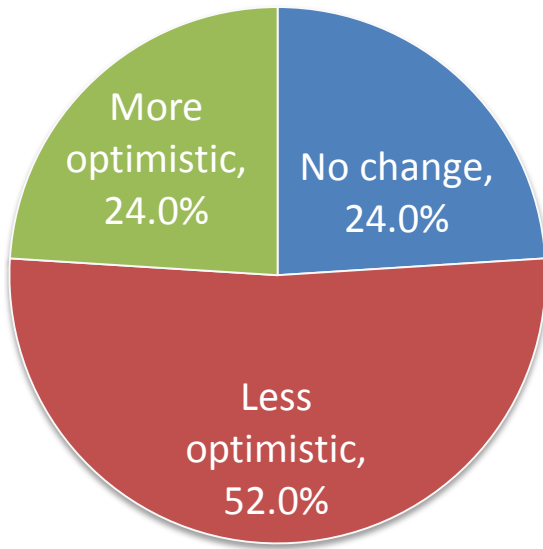


# BlueSteps Job Outlook: Latin America



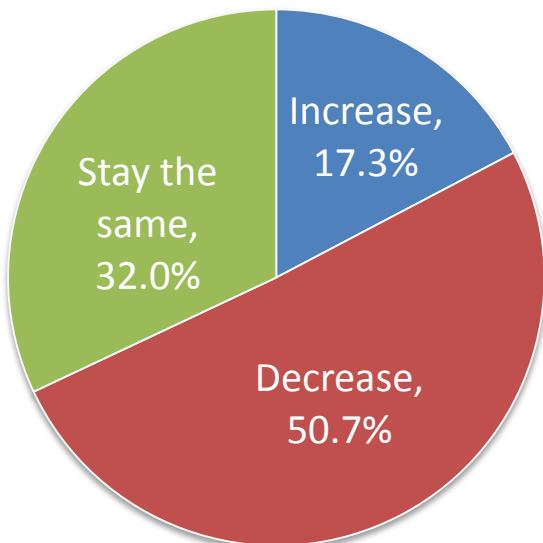
## Latin America Outlook

How would you describe your outlook on the job market for 2016 in comparison to 2015?



A little over half (52 percent) of management-level professionals in Latin America share a less optimistic outlook on the job market for 2016. This is a significantly less optimistic (-16.1 percentage points) outlook on the management-level job market compared to the global outlook.

During 2016 do you expect the number of senior management-level (director to CXO) jobs to increase or decrease compared to 2015?



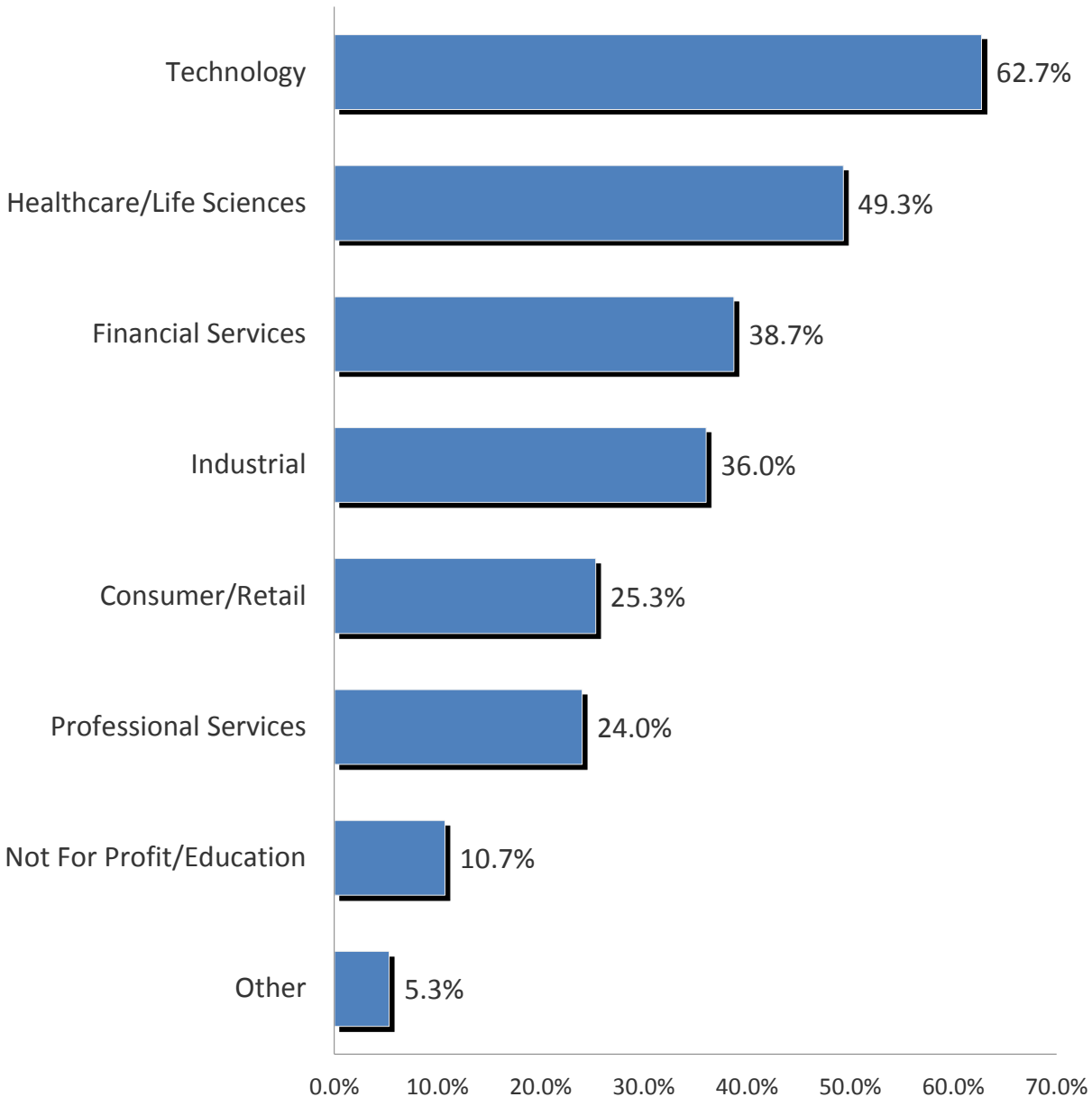
A little over half (50.7 percent) of management-level professionals in Latin America expect the number of management-level jobs to decrease.



## Latin America Growth Sectors

In which sectors do you expect to see the most growth in 2016?\*

\*Respondents were asked to choose up to three sectors.



Management-level professionals in Latin America ranked technology, healthcare/life sciences and financial services as the sectors that will experience the most growth in 2016. This ranking is similar to the global ranking shown earlier in this report.

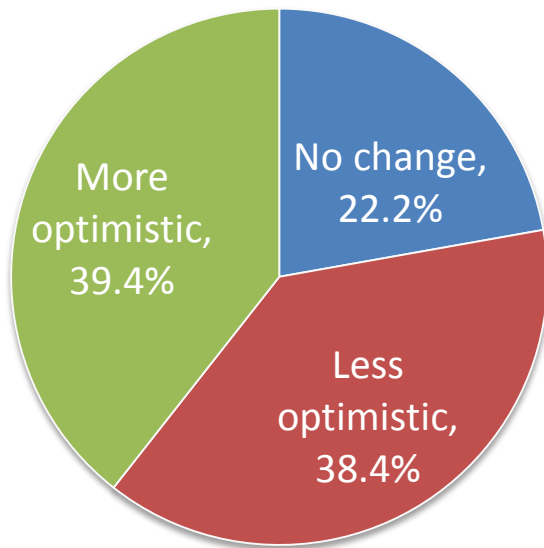


# BlueSteps Job Outlook: Asia Pacific



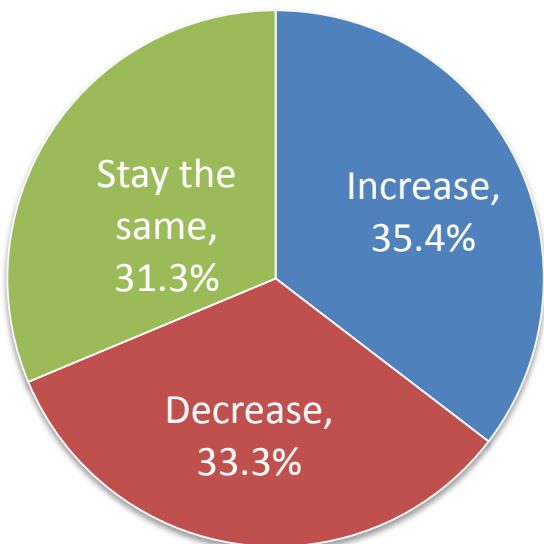
## Asia Pacific Outlook

How would you describe your outlook on the job market for 2016 in comparison to 2015?



Over one-third (39.4 percent) of management-level professionals in the Asia Pacific region share a more optimistic outlook on the management-level job market for 2016.

During 2016 do you expect the number of senior management-level (director to CXO) jobs to increase or decrease compared to 2015?

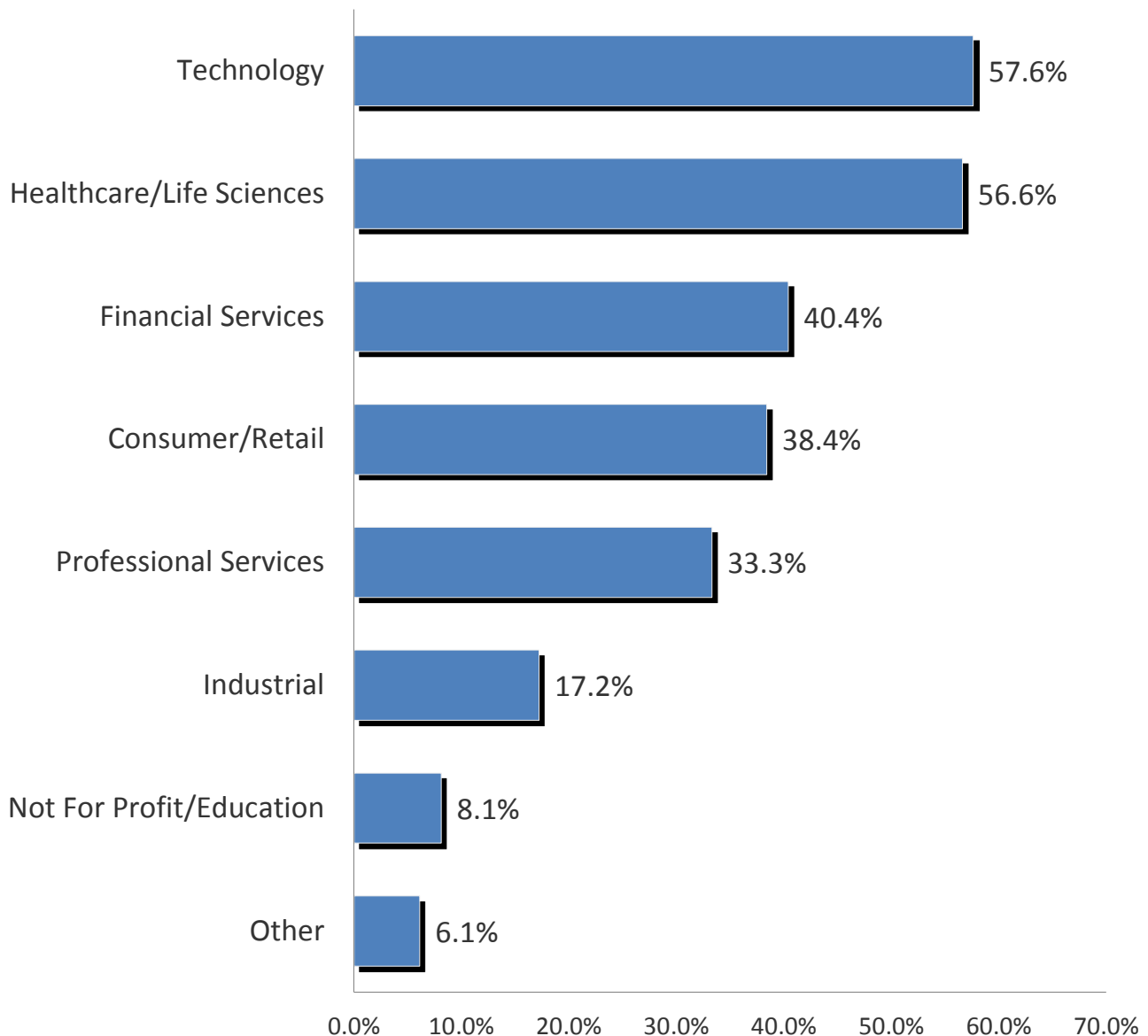


Over one-third (35.4 percent) of management-level professionals in the Asia Pacific region expect the number of management-level jobs to increase.

## APAC Growth Sectors

In which sectors do you expect to see the most growth in 2016?\*

\*Respondents were asked to choose up to three sectors.



Management-level professionals in the Asia Pacific region ranked technology, healthcare/life sciences and financial services as the sectors that will experience the most growth in 2016. This ranking is similar to the global ranking shown earlier in this report.



# BlueSteps Job Outlook: Survey Respondents

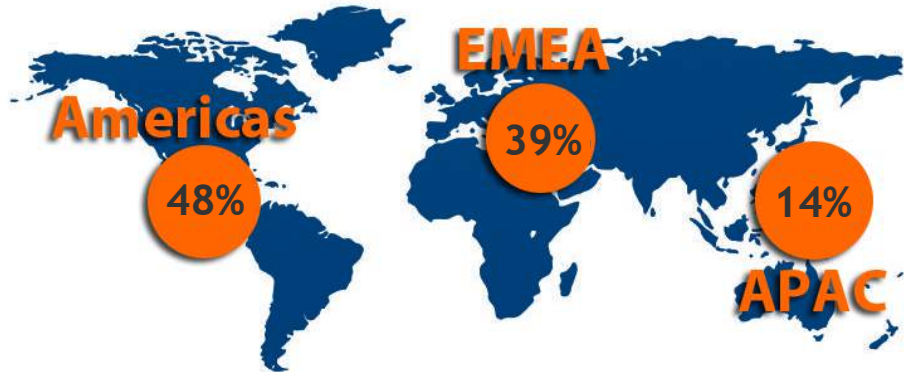




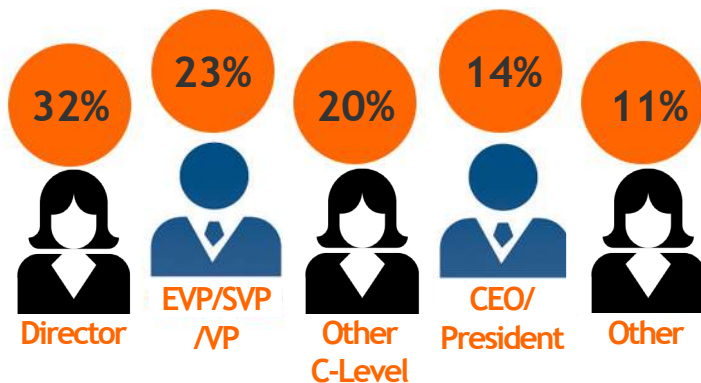
## About Our Respondents

# 837

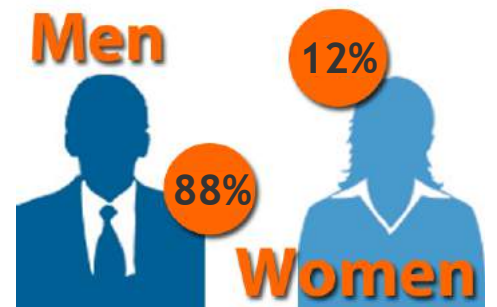
management-level professionals (director through C-suite) from around the world participated in the study. Respondents are from AESC's BlueSteps career management service.



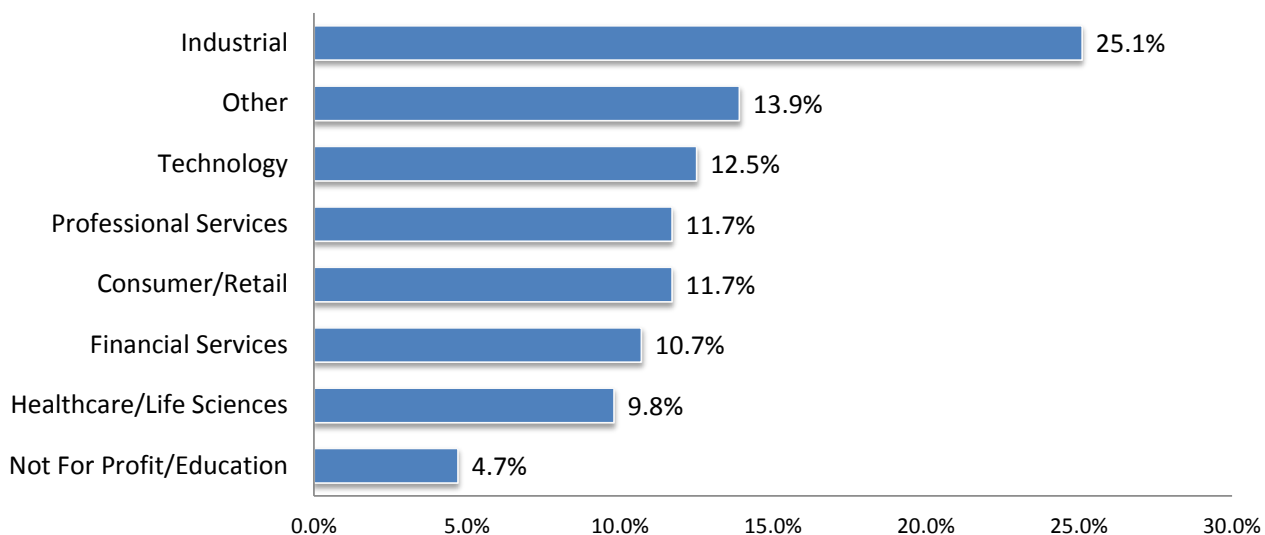
### Career Level



### Gender



### Sector





# BlueSteps Job Outlook: Advice on Navigating the Market from AESC Search Consultants





**Mike Morrow, TRANSEARCH, USA**  
**Partner, Industry and Energy Practices**

**Many executives expect the number of executive jobs to increase in 2016. Is now the time to make a move?**

Now is a great time to consider a move. We are seeing robust search activity through the first month and a half of 2016.

**What global economic trends do you see having the most impact on executive jobs in the coming year?**

The US economy will continue to be a growth engine for the global economy, despite relatively low GDP growth and the meltdown of commodities like oil. Within the US, talented executives are migrating away from oil and into other sectors, creating some competition for leadership roles. China is stuck, but India will continue to see great growth. Many of our US clients are stalled in China and growing aggressively in India.

**How can an executive best present him/herself to get noticed by executive search consultants in today's marketplace?**

Being visible is important. While having a nice profile on LinkedIn is a good start, it's important to be out there in your industry, speaking at conferences, being quoted in publications and being mentioned in press releases. In terms of outreach to executive search firms, it is always most beneficial to get referred to a search consultant directly – we see a lot of unsolicited resumes, so a warm referral helps an executive stand out.

**What would you rank as the major challenges for executives at the moment, and what executive skills are in high demand considering those current challenges?**

One of the biggest challenges for executives at the moment is creating the right culture and competing to get key talent into the organization. In light of changes to the way businesses run, from the Internet of Things (IoT) to the impact of ethical stumbles, creating the right culture and getting the right people on the bus has never been more critical. As organizations face new challenges and are forced to adapt, executives with strong change management experience who can steer organizations in the right direction are in high demand.

**If you could offer one key piece of advice to today's senior leaders, what would that be?**

My one key piece of advice for today's senior leaders: Adapt. The demands on executive leadership continue to change, and so too must the executives.

[Click here to read the rest of this interview >>](#)



**Jan Boucher, Search Partners International/  
AltoPartners, South Africa  
Director**

**Many executives expect the number of executive jobs to increase in 2016. Is now the time to make a move?**

In South Africa, and across Africa, we have a critical shortage of skills and experience at the executive level. This shortage, and also the fact that a key requirement exists to find local people and to adhere to the Broad-Based Black Economic Empowerment (BBBEE) Act requirements in South Africa, makes the talent pool more limited; but also creates the opportunity for executives to move more often between various executive positions.

**What would you rank as the major challenges for executives at the moment, and what executive skills are in high demand considering those current challenges?**

Africa is an extremely diverse continent, with 3,000 plus ethnic tribes, 2,000 plus languages and countries at both ends of the spectrum when it comes to political stability, reliability of infrastructure and maturity of management expertise. Big corporate players are present and some have been successful in establishing themselves, whilst others have been struggling.

Economic opportunities and business scenarios differ from region to region; therefore Africa is too big and diverse to follow just one approach.

Leading diverse teams, managing change and complexity, coaching, collaboration and engagement is a couple of the key skills needed to be successful in Africa. Executives need to take account of the traditions and different takes on life that exists from country to country.

African companies need to achieve a balance between international and local talent. This is often a key challenge for multi-national companies who need to build highly skilled and adaptable workforces when recruitment practice and regulations vary widely across the region. Executives therefore need to be highly adaptable and take note of what has worked for Africa and what has not before they make any key business decisions.

**If you could offer one key piece of advice to today's senior leaders, what would that be?**

Always stay relevant as economic times and political situations will change and have an impact on your role within the company. Your suitability for the next career milestone will depend on how you have dealt with changing factors and challenges in your career to-date.

**[Click here to read the rest of this interview >>](#)**



**Adriana Prates, Dasein Executive Search, Brazil  
Founder and President****What would you rank as the major challenges for executives at the moment, and what executive skills are in high demand considering those current challenges?**

In terms of major challenges, I would mention the instability of developed economies, which could slightly reduce the search for new professionals; as well as the uncertainties of emerging economies, which generate both risks and opportunities. With regards to the skills needed to face these challenges, I would highlight a strong global intercultural knowledge associated with unquestionable resilience and reputation. We are living in a moment during which there won't be a second chance for executives who will need strong planning ability and meticulous execution to get it right the first time.

**There appears to be a very negative sentiment in Latin America for the year ahead. What do you think executives in this region can do to navigate such a difficult job market?**

Pessimism surrounding the year ahead does exist. This is partly due to the sensation of powerlessness that the executives feel in facing the chaotic scenario that has been established by the political system and government. This could lead to the feeling that little can be done to mitigate the problems. There has been a clear breakdown between the political and business spheres, which has disadvantaged many business sectors.

It is necessary to bet on individual growth capacity. Obviously, the creativity and flexibility to adapt to new segments, work areas and opportunities are decisive to the professional's ability to remain in the job market. It can not be denied that aspects such as population growth, industrialization, urbanization and the improving quality of life of emerging countries will lead to a greater search for basic products such as food, energy, water and commodities. These items will heat up the entire economic chain, both locally and globally, creating good opportunities in various sectors of the economy.

**If you could offer one key piece of advice to today's senior leaders, what would that be?**

Executives need to pay more attention to the macro and micro economy, where sectors shrink and flourish to align themselves with markets in expansion. They need to follow the mergers and acquisitions of big economic groups and take advantage of the improvements and growth of small and medium-size companies that are becoming more professional and looking for experienced professionals from larger companies.

[Click here to read the rest of this interview >>](#)



**Shane Phillips, The Phillips Group, Dubai, UAE**  
**Managing Director**

**Many executives expect the number of executive jobs to increase in 2016. Is now the time to make a move?**

My advice is that it is not the time to make a move. The markets are heading into a very negative direction and the Middle East is facing one of its biggest geopolitical challenges ever, with an arch of conflict that splashes across the Levant to North Africa. With oil prices at record lows, 2016 will most likely witness companies abandoning their growth agendas and expansion plans.

Executives need to tread carefully during this period and as the idiom goes “better the devil you know than the devil you don’t.”

**Unfortunately, we did not receive enough survey responses in the Middle East to present expanded data for the region. What is your view on the region – is the outlook positive in comparison to the global outlook? Do you expect the number of executive-level jobs to increase?**

When it comes to the Middle East market, the best advice I can give you is don’t bet against Sheikh Mohammed (the prime minister of UAE) because if you do, you will lose! The Middle East may be heading into a spotty patch in 2016, but that is nothing new for the region as we have experienced our slow-downs in the past and have always come out the other end stronger. By 2017, Dubai will have five theme parks, and by 2020, it will host the World Expo.

Additionally, the region is in sync with major economic trends, such as renewable energy, with the International Renewable Energy Agency (IRENA) headquarters being based in Masdar City in Abu Dhabi. You also have an increased consumer presence from Africa in the region. For example, in 2015 many Dubai hospitals are now quoting that their most profitable customers are coming from Nigeria, Ghana and other African emerging economies. So the Middle East will continue to attract revenue and capital from Africa, Europe, the Levant, as well as Asia.

My prediction is the Middle East will experience a strong bull run in 2018 leading up to 2020. We will see continued growth among almost all sectors during this period, but unfortunately the cost of living will also sky rocket. Cities like Dubai will become increasingly expensive and governments will begin to impose taxes, tariffs and costs to anything and everything they can get their hands on. Net-net, in the medium term, the benefit of a tax-free economy will be slowly eroded away; a process which has already started.

[Click here to read the rest of this interview >>](#)



**Donna Padilla, Witt/Kieffer, USA**  
**Senior Partner & Vice Chair, Healthcare Practice**

**What global economic trends do you see having the most impact on executive jobs in the coming year?**

I think everyone is watching the global economy, from China to Brazil, which I won't begin to make predictions about. In the AESC's 2016 BlueSteps Job Outlook survey, clearly executives are a bit more cautious than a year ago.

One trend I notice is the movement of jobs between industries. Even in healthcare, in which I work primarily, there is more interest in recruiting "nontraditional" candidates, and I feel this is true in a lot of industries. There is a premium on talent and employers are being more creative about how to find it.

**What would you rank as the major challenges for executives at the moment, and what executive skills are in high demand considering those current challenges?**

I think the sheer amount of responsibilities that most executives have is a major challenge. How do you balance so many things to do, keep up with email and meetings and have some kind of work/life balance at the same time? Overwork is common and can lead to stress and burnout. Therefore, one thing I keep an eye on is an executive's ability to handle tremendous challenges and pressures and stay balanced and productive. All employers want executives who know their limits, manage the challenges they take on, can delegate and have a high emotional intelligence.

**Why do you think most executives valued executive coaching and digital/social media training over other forms of additional training/education? Do you agree that this is the best way for executives to stay relevant in the job market, other than on the job experience?**

I'm pleased to see such an interest in coaching. I think this suggests an understanding among executives that, no matter how good you are, you can always use new ideas and an objective voice to help your career. I think mentorship is just as critical (and can have reciprocal benefits for both parties), so I would prioritize that as much as coaching.

One reason the interest in degrees and accreditation may not have ranked as highly is that these can be very job-specific, and many graduate degrees are seen as given in certain fields. Not everyone needs them, but those who can benefit should think very seriously about them—and often, employers will pay for additional study or credentialing.

[Click here to read the rest of this interview >>](#)



**Stafford Bagot, Heidrick & Struggles, Singapore  
Managing Partner****Many executives expect the number of executive jobs to increase in 2016.  
Is now the time to make a move?**

I think we are in a cautious state currently. From an economic point there is definitely a headwind at the moment. However, there are companies that are really striving in this environment. I think every company is looking over their shoulders to see what's happening in China and to see how much impact the slowdown will ripple across the region. This presents opportunities for candidates and it's a time when clients can use search consultants the most to try to find the best people for their companies as they gear up for changing times, be that for growth or for consolidation. One thing is for sure: People aren't madly leaving their jobs and jumping out into the wilderness with confidence that they will pick up a new job tomorrow.

**What global economic trends do you see having the most impact on executive jobs in the coming year?**

The biggest impact for the coming year will be the oil and gas sector reeling from a slowdown. That's really impacted a lot of our industrial clients; especially those connected directly to natural resources or a service provider to that sector, such as transportation, logistics, manufacturing and trade in general. We're seeing this impacting the most in Australia, Southeast Asia and the Middle East.

**What would you rank as the major challenges for executives at the moment, and what executive skills are in high demand considering those current challenges?**

Clients in Asia are looking for people who have truly regional experience. It's really important that candidates have gained experiences beyond a single country. Truly regional experience gives a unique understanding of how trade flows and also provides deeper cultural understanding from different markets. Having someone based in China with a regional remit is different to someone running Asia by remote control from Americas or Europe. They want people who have had genuine on-the-ground experiences.

**If you could offer one key piece of advice to today's senior leaders, what would that be?**

Be open to new ideas and new ways of business. Stay fresh, stay relevant and stay agile. For instance, if you're about to do work in China or have an in China, go and visit China – don't just read about it. Stay curious.

**[Click here to read the rest of this interview >>](#)**



**Lucie Shaw, Amrop, United Kingdom**  
**Head of Consumer Practice****Many executives expect the number of executive jobs to increase in 2016. Is now the time to make a move?**

Irrespective of what is happening within the broader economy, we all need to have a high level understanding of what is important to us in our next roles and, beyond that, in a longer term career. Executives should be very clear on what their personal objectives are and what they can contribute to a business; this will enable them to assess opportunities as they come up on their own merits and against their own goals rather than being swayed by what's going on in the wider economic context. If a role and business fit well against your objectives and strengths, go for it – whether that's this month or next year!

**What global economic trends do you see having the most impact on executive jobs in the coming year?**

Clearly events in the oil and commodities market and China are creating volatility and uncertainty at a global market level. This in and of itself has an impact on confidence and therefore on hiring levels. In the UK, we also have the very real threat of an exit from the EU with the in/out referendum now set for June this year. The impact of an exit on business, on the EU and UK economies is still very unclear, which again has consequences for business confidence and executive-level hiring.

**How can an executive best present him/herself to get noticed by executive search consultants in today's marketplace?**

This is an ongoing process that will build over time. My advice is to look to your own track record and reputation first and foremost. Ultimately, if you are focused on building a strong track record through creating a great legacy, your reputation will grow and you will be noticed both by your industry and by executive search consultants. I would also strongly recommend that people increase their visibility by proactively building their own networks, contributing and getting involved outside of their own immediate organization, e.g. with industry bodies, speaking events and so on.

**If you could offer one key piece of advice to today's senior leaders, what would that be?**

This is one that doesn't change. Be authentic and ensure that you enjoy what you do because really everything else comes from there.

[Click here to read the rest of this interview >>](#)



**Cathy Logue, Stanton Chase, Canada**  
**Managing Director****Many executives expect the number of executive jobs to increase in 2016. Is now the time to make a move?**

While there is certainly some contraction and consolidation in many industries, as well as the underlying threat of a global recession, we're seeing companies enhancing their senior leadership teams with a slew of newly-created C-suite roles to meet the evolving demands of the times, business or industry. This creates opportunities for executives with specialized skills and experience because they will be sought within specific areas of focus.

Traditional C-suite roles are being redefined and often sliced and diced. For, example we're seeing chief innovation or chief digital officer (CDO) roles carved out from the traditional chief information officer (CIO) and chief technology officer (CTO) roles, and chief diversity or chief inclusion officer roles carved out from traditional chief HR officer (CHRO) roles. Whether or not these roles will be permanent or transitional in nature is the question. Executives have much to gain in terms of broadening their experience if they are willing to take the risk.

Within Canada specifically, one area of continued growth is small to medium-sized enterprises, a significant component of the Canadian economy. As these companies continue to grow and prosper, we'll experience newly-created C-suite CFO and COO roles and a growing demand for entrepreneurial-minded leaders with global experience. This will create opportunities for executives who are willing to make a move to smaller and (some would say) more risky organizations.

**If you could offer one key piece of advice to today's senior leaders, what would that be?**

Stay current. Never stop learning. Keep abreast of new technologies and make sure you're constantly aware of the long-term impact on your business and industry.

Executives have to acknowledge that a lot of the things they've learned and have helped them be successful in the past may no longer be as relevant. Skills that were once coveted are now outdated and they need to continuously invest in themselves and their teams to remain at the top of their game and "future proof" their careers as much as possible.

[Click here to read the rest of this interview >>](#)



**Dinesh Mirchandani, Boyden, India**  
**Managing Partner**

**Many executives expect the number of executive jobs to increase in 2016. Is now the time to make a move?**

The right time to make a move is when the value addition to an executive by their job is consistently less than the value creation by the executive to their company. If this is the case in 2016, then it is time to make a move.

**What global economic trends do you see having the most impact on executive jobs in the coming year?**

The biggest impact will be the effect of the global recession on the jobs market. Next, is the disruptive impact of technology in all sectors. Third, will be the shortage of well-rounded global leaders in the marketplace.

**How can an executive best present him/herself to get noticed by executive search consultants in today's marketplace?**

Deliver to your goals always; ensure you create value in every role; and make well-thought-out career moves. Choose good references and mentors who can provide useful insights about you when asked. Be suitably visible on social media and select conferences. Strike a balance between these strategies, but do not go overboard with any one specifically.

**What would you rank as the major challenges for executives at the moment, and what executive skills are in high demand considering those current challenges?**

The volatility of the environment and responding to it is a key challenge, i.e. in business growth and talent management. The ability to respond suitably to a dramatically changing environment and provide strong leadership to a globally dispersed and culturally diverse team will be in high demand.

**Why do you think most executives valued executive coaching and digital/social media training over other forms of additional training/education? Do you agree that this is the best way for executives to stay relevant in the job market, other than on the job experience?**

Nothing beats doing your job well, delivering results and being able to introspect and learn from failure. Executive coaching is useful provided you have a truly great coach, which is increasingly hard to find. Keeping on top of business/economic trends and developing the skills to do so is always useful.

**If you could offer one key piece of advice to today's senior leaders, what would that be?**

Credibility equals competence, plus character, plus communication. Strive to be credible.



**Pascal Bohu, Sirca Executive Search, France  
Managing Partner**

**Many executives expect the number of executive jobs to increase in 2016. Is now the time to make a move?**

Since the beginning of the crisis in 2009, the market has gone down dramatically. Many executives avoided taking risks during that period. However, the economy has picked up since last spring and we have been hearing again about major company projects and strategic moves. As the market is much more dynamic now, we see that executives are less reluctant to switch jobs and it may be a better moment to consider a career evolution.

**What global economic trends do you see having the most impact on executive jobs in the coming year?**

I'd like to mention two notable trends that will probably prevail in the coming years. The first one concerns the global economy: As the economic growth is higher in Asia, moving company headquarters to Asia is a rising trend, leading more senior executives to follow the move and settle there. The second is a technology evolution that has had an impact on both the internal structure of companies and on the creation of new businesses. That digitalization of the economy and creation of new business models (such as Uber) is very attractive to candidates; notably executives identified as high potentials.

**What would you rank as the major challenges for executives at the moment, and what executive skills are in high demand considering those current challenges?**

In many industries, one of the major challenges is not to miss the step of digitalization and to succeed in rethinking the business model that this technology change will unmistakably produce.

The next challenge is the human challenge of finding new ways to ensure the well-being of teams and to rally around the company culture to increase motivation. This is valid now and will be increasingly in the future as new generations and cultural backgrounds will have different expectations about management and work/life balance.

Lastly, I would mention creativity and risk-taking. Executives must be more curious and open-minded than ever to anticipate trends and build on their company vision. I don't mean they should totally transfigure their business at the risk of destabilizing both teams and customers, but finding the right balance in keeping old assets and adding new ones is the key.

**[Click here to read the rest of this interview >>](#)**



**Steven B. McKinney, McKinney Consulting Inc.,  
South Korea  
President**

**What global economic trends do you see having the most impact on executive jobs in the coming year?**

The increased number of free trade agreements is opening up opportunities that did not exist in the past. These opportunities vary from country to country and are worth looking into. Asia, in particular, is projected to be a growth region for years to come as several of these markets mature and become more competitive. South Korea, although a small market, is in the Trillion Dollar Club in trade and has the most FTAs in effect of any other Asian country.

**How can an executive best present him/herself to get noticed by executive search consultants in today's marketplace?**

Developing a reputation for being the best at what you do has to be your number one mission for career advancement and survival. Facts don't lie. If you are the best, it should not be hard to prove it. Getting to know and developing a relationship with an executive search consultant can be helpful. Have your professional information on social media sites up-to-date and your professionally-constructed CV/resume prepared before you ever need to use it. Relationship building is far more effective today than traditional networking. One great relationship can be more important to you and your career than being known by 100 people. Relationship maintenance can be more effective and less expensive than relationship repair.

**What would you rank as the major challenges for executives at the moment, and what executive skills are in high demand considering those current challenges?**

With advances in technology the pace of change is coming fast. The ranking of skills will change in parallel with these technological advances. Greater emphasis on creativity and emotional intelligence will be required. Those leaders in sales and manufacturing will need to develop new skills to become more technologically literate. Leaders will also need to proactively train, retrain and increase the skills of their workforce.

**If you could offer one key piece of advice to today's senior leaders, what would that be?**

Hire and develop talent that possesses high emotional intelligence, creative thinking skills and technical literacy, capable of learning new technologies in preparation for the coming Fourth Industrial Revolution.

[Click here to read the rest of this interview >>](#)



**Vaché Petrossian, Foster Partners/AltoPartners, China  
Managing Director**

**Many executives expect the number of executive jobs to increase in 2016.**

**Is now the time to make a move?**

The beginning of the year, especially after the Chinese New Year, is the best time to look for new opportunities in China/Asia as this is the busiest quarter of the year for executive recruitment. However, I wouldn't recommend someone leave their existing organization just for the sake of it. Given that this will be a challenging year for the global economy, executives should be cautious and strategic about their job changes.

**What global economic trends do you see having the most impact on executive jobs in the coming year?**

Sustained lower oil prices, global stock markets volatility, global migrants crisis, the Syrian civil war, instability of the eurozone and the possibility of a Brexit will all have some form of impact to MNCs, particularly on the European ones.

**How can an executive best present him/herself to get noticed by executive search consultants in today's marketplace?**

Having both an updated and professional LinkedIn profile is fundamentally the best way to get noticed. More traditional methods will be to join industry panels or be a speaker at key exhibitions or conferences.

**What would you rank as the major challenges for executives at the moment, and what executive skills are in high demand considering those current challenges?**

Executives today are challenged to show growth in an increasing unpredictable global financial landscape. The ability to be innovative and think outside the box are key executive skills that are in demand today.

**Why do you think most executives valued executive coaching and digital/social media training over other forms of additional training/education? Do you agree that this is the best way for executives to stay relevant in the job market, other than on the job experience?**

Absolutely! We are living in an ever changing and evolving world. Executives must adapt to the times and keep abreast on the latest technologies as well as revisit how they manage the millennial generation, which are byproducts of these changes.



**F. Xavier de Zamacona, DeZaSearch, Mexico**  
**Managing Director**

**What global economic trends do you see having the most impact on executive jobs in the coming year?**

The economic perspective in the world is very uncertain. It's difficult to make a forecast even for the short run. However, even in this environment, clients recognize the need to have professionals who can be successful with uncertainty.

**How can an executive best present him/herself to get noticed by executive search consultants in today's marketplace?**

As always with a significant number of real, solid accomplishments in his/her previous jobs.

**What would you rank as the major challenges for executives at the moment, and what executive skills are in high demand considering those current challenges?**

1. Adaptability to a constantly changing and difficult environment.
2. Knowledge of different geographic markets.
3. Having been successful in at least two cultures.

**Why do you think most executives valued executive coaching and digital/social media training over other forms of additional training/education?**

**Do you agree that this is the best way for executives to stay relevant in the job market, other than on the job experience?**

Executives in today's marketplace have to have an excellent knowledge of how digital and social media work and how it can impact their business in either a positive or negative form.

**There appears to be a very negative sentiment in Latin America for the year ahead. What do you think executives in this region can do to navigate such a difficult job market?**

It varies by country; in Brazil and Argentina, where there will be practically no growth, executives have to maintain lean organizations while maintaining a top leadership group and preparing for the growth that might come in three or four years. In Mexico, and other countries like Colombia and Chile, executives should already have the tools to keep growing.

**If you could offer one key piece of advice to today's senior leaders, what would that be?**

Be prepared for very significant changes in the short run (two or three months).



**Luis Truchado, Odgers Berndtson, Spain**  
**Partner, Life Sciences and Healthcare practices in Iberia**

**Many executives expect the number of executive jobs to increase in 2016. Is now the time to make a move?**

There is a general wish that the time is right, but some economic indicators are not so optimistic. The valley part of the crisis is now behind us but nobody seems convinced that there is generalized growth ahead. Nevertheless, the right time to make a move is when the right opportunity comes along.

**What global economic trends do you see having the most impact on executive jobs in the coming year?**

Digital transformation will affect practically every aspect of our lives. Executives need to be aware and keep abreast of new technologies. Compliance and transparency are emerging as key issues in company agendas. In addition, gender will continue to impact the board and executive job market until some inequities are resolved.

**How can an executive best present him/herself to get noticed by executive search consultants in today's marketplace?**

Be relevant in your segment and never pretend to be everything for everyone. Be up-to-date in your niche, contribute generously and make yourself "humbly" visible. Let your knowledge and achievements speak for themselves.

**What would you rank as the major challenges for executives at the moment, and what executive skills are in high demand considering those current challenges?**

Adaptive corporate structures generate non-comfort and permanent re-engineering of the individuals. Our generations are now coexisting with a clear change of paradigm and humans have to adapt at machine speed.

**Do you agree that executive coaching and social media/digital training is the best way for executives to stay relevant in the job market, other than on the job experience?**

Totally agree. First your professional experience and your career development. For this, coaching is a highly valuable tool. Coaching helps executives to maximize their performance because it makes them more aware of their strengths and weaknesses. Second, digital/social media fluency will demand more and more of our attention.

**If you could offer one key piece of advice to today's senior leaders, what would that be?**

Listen to the executive marketplace, stay alert and informed, and adapt permanently preparing for the future: Work on your employability and behave as the chief marketing officer of your career progression.



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