



Amrop 40th Anniversary - 4 Decades of Leadership

This commemorative booklet brings together diverse voices to explore four decades of leadership.

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40 years of global leadership

Dear Friends

This year, Amrop celebrates its 40 year anniversary. This marks a milestone in an exciting journey – one which Amrop has proudly shared with our clients and candidates, some of the world's most inspiring hiring organizations and leaders.

It is a time to look back, examine the current leadership landscape, and look forward to What's Next. From the first two perspectives, it is fair to conclude that the best executive search firms, (and we like to think that Amrop is no exception), have evolved into trusted advisors.

It is equally clear that trust in leaders remains fragile. Many people are seriously questioning what lessons have really been learnt since the 2008 financial crisis.

Looking forward, we propose a shift in the way leaders are hired, positioned, and function. We believe that today's most exemplary and admired executives have something in common. Like their accomplished and smart peers, they create and capture vital economic value.

Yet they go further still. Addressing the dilemmas of modern business in a truly holistic way, they build more sustainable - and thus legitimate - organizations.

Sustainability is a core element of Amrop's guiding Mission: 'shaping sustainable success through inspiring leaders'. It is a defining factor of wise decision-making – something which we believe is set to become a fundamental performance indicator for leaders and organizations going forward.

Another defining factor of wise decision-making is the way in which we reflect on our experience. Looking back helps us to look forward, gain insights and take perspective. Yet in the relentless pressure of today's business life, too few leaders take the time to utilize this vital resource.

This commemorative booklet brings together diverse reflections, exploring four decades of leadership. Based on interviews conducted at the 2017 Amrop World Conference in Athens, academics, business thinkers and Amrop Partners share snapshots from a wealth of experience. We hope that these will spark your own reflections.

I warmly thank all who dedicated their time to joining our celebrations and sharing their experience and perspectives. Thank you, too, to the candidates, clients and colleagues who continue to inspire us every day.

We look forward to a bright future together.

José Leyún, CEO, Amrop



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“Over the past 40 years the executive search industry has evolved from its somewhat secretive beginnings into a recognized and highly professional practice.”

Amrop – 40 years of global leadership

Special thanks to those who shared their perspectives with us:

Mansour Abdulghaffar, Principal, Amrop Saudi Arabia

Ángel Cano Fernández, President and COO, BBVA (2009-2015)

John Doxaras, CEO, Warply

Lars Häggström, Executive in Residence, IMD, Executive Vice President, Human Resources, Stora Enso (2010-2016)

Fredy Hausammann, Member of the Amrop Executive Board

Roope Heinilä, CEO, Smarp

Claire Jouffroy, Partner, Amrop Seeliger y Conde, France

Charalampos Mainemelis, Professor of Organizational Behavior, ALBA Graduate Business School

Rafal Myler, Managing Partner, Amrop, Poland

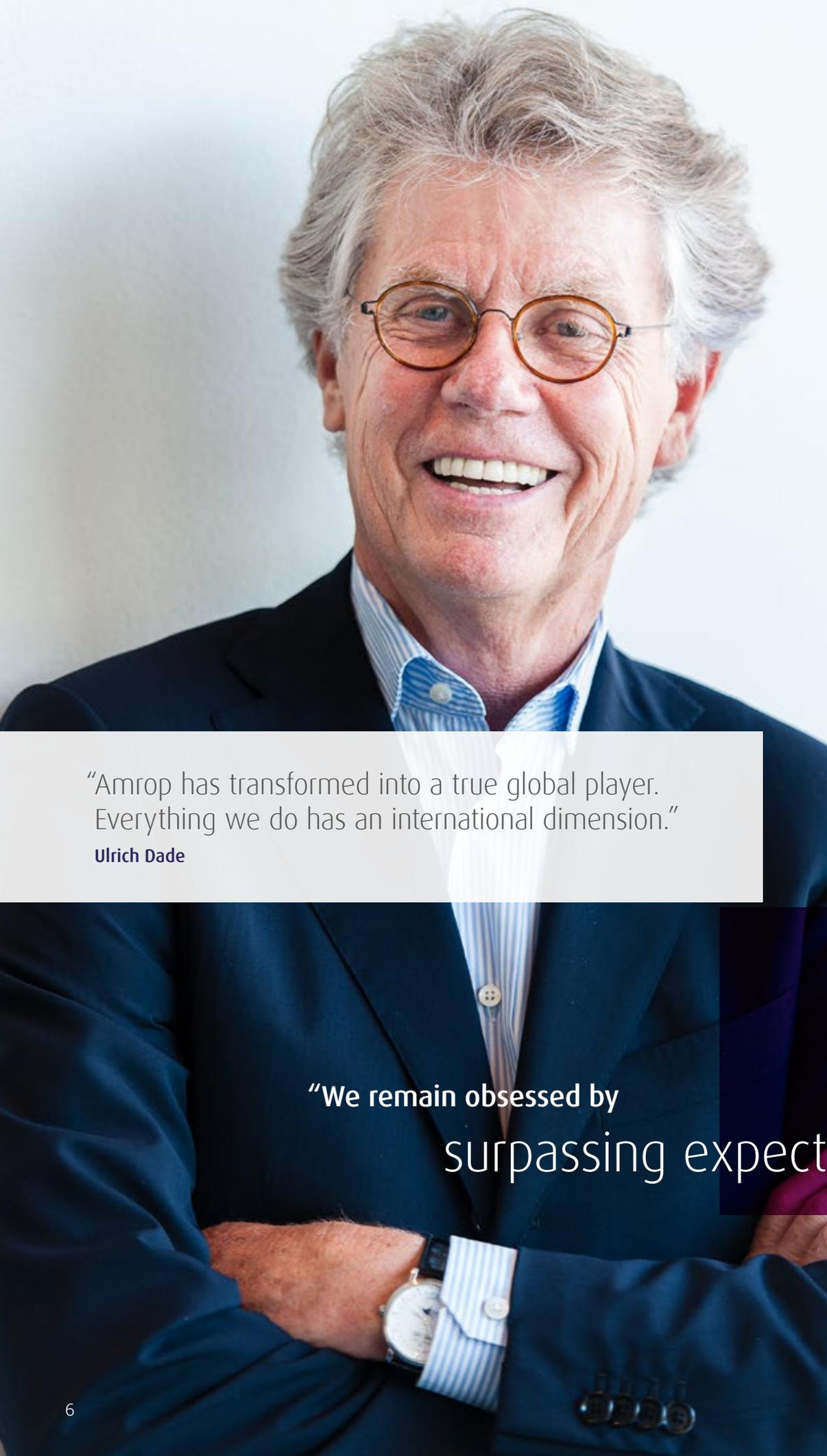
Jasper van Ouwerkerk, Managing Partner, McKinsey & Company

Bruno Pastore, Partner, Amrop, Italy

Somya Satsangi, Partner, Amrop India

Nicolette Zandbergen, Partner, Amrop, the Netherlands

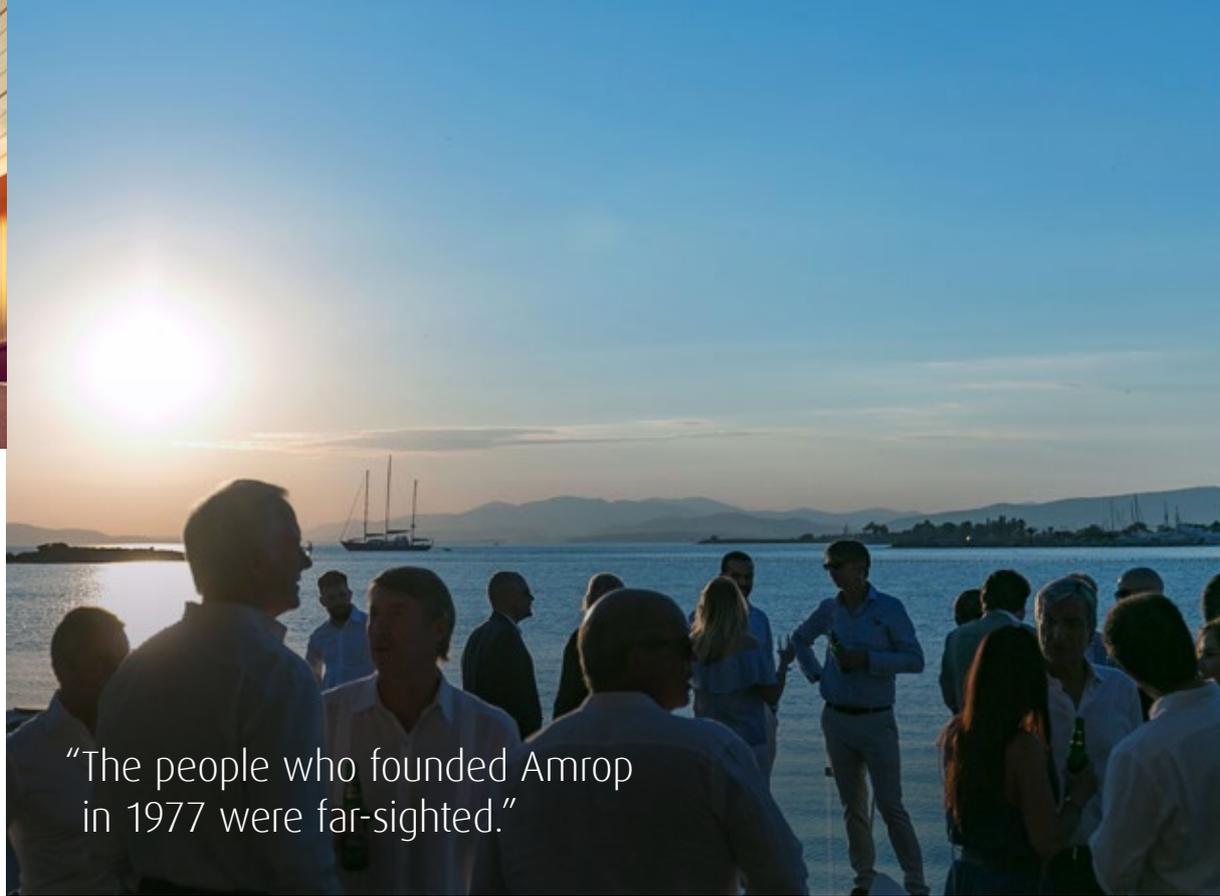
And to all the clients and candidates who have inspired us for 40 years and continue to inspire us every day.



“Amrop has transformed into a true global player. Everything we do has an international dimension.”

Ulrich Dade

“We remain obsessed by surpassing expectations.”



“The people who founded Amrop in 1977 were far-sighted.”

Amrop – 40 years of global leadership

Dear Friends

Over the past 40 years the executive search industry has evolved from its somewhat secretive beginnings into a recognized and highly professional practice. From 'black books' and card filing systems, fax and telex, to a digitized, virtual workplace.

The people who founded Amrop in 1977 were far-sighted. They wanted - and formed - a partnership governed by independence, an entrepreneurial spirit, an international scope and an uncompromising focus on clients and candidates. Above all, they sought world class standards and operating frameworks, firmly underpinned by ethical frameworks and behavior. The contract signed by all Amrop Member Firms continues to emphasize those founding objectives. No matter how our industry and partnership have changed, they remain part of our DNA.

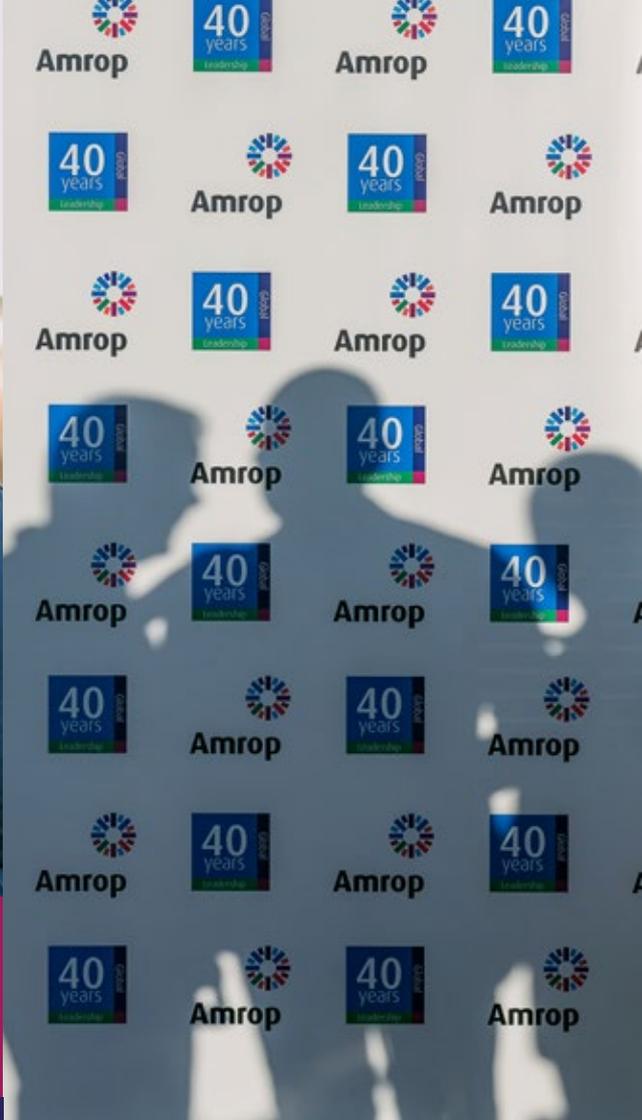
Amrop has transformed into a true global player. Everything we do has an international dimension. We remain obsessed by surpassing expectations. We have built Amrop University, partnering with IMD, one of the world's leading

business schools, to further upgrade the trusted advisorship of our consultants. We continuously train our researchers, and run an ongoing talent program. We connect over a global intranet and communication platform, and have made tremendous progress in building a global brand.

Yet one overriding strength is the Amrop culture. This has steered our partnership through 40 years marked by game-changing phenomena such as the internet bubble, the financial crisis and the rise of social media. Our culture, based on the 6 values of agility, curiosity, excellence, inclusion, caring, and ethics, is an asset that we will never put at risk. During my 9 year Chairmanship of the Amrop Partnership and as Chair of the Amrop Advisory Board, I value our outspoken people, even if the feedback can be tough. We continue to seek it, because the strength of any organization lies in its transparency.

Seneca said: “Admire the one who tries even if he does not succeed.” I have high hopes for the Amrop Partnership, based on our trusted relationships with our clients, our candidates, and each other.

Ulrich Dade
Chairman of the Advisory Board, Amrop



02



Leaders for What Was

How has leadership changed over the past 40 years?



Bruno Pastore, Partner, Amrop Italy

How has leadership changed over the past 40 years?

"Autocratic leadership was the norm twenty, thirty years ago. Leaders used to take decisions without listening to the employees. Without taking their input. They took the decision based on their views and their experience.

Today it's completely different.

Now we have more democratic and participative managers who listen to employees and bring them into decision making processes."





Fredy Hausammann, Member of the Amrop Executive Board
Has the leadership paradigm changed?

“The values and needs of people have not changed over time. The environment has changed and the demands have changed, the interconnectedness has changed.

But those basic needs remain the same. And thus if corporations and leaders want to be readily accepted in society they need to go back and think about those values.”

Leaders for What Was



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Leaders for What's Now

Charalampos Mainemelis, Professor of Organizational Behavior,
ALBA Graduate Business School

Is great leadership a balancing act?

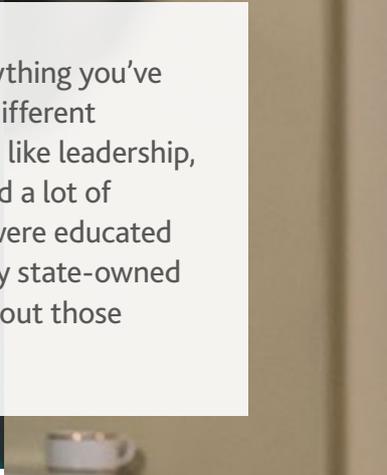
“Balancing creativity and unpredictability means someone who is centered, who can always take the best, the wise decision, making sure that this decision is going to serve present needs, future needs, different constituencies, people in the company, clients, customers, stakeholders. It’s a very holistic type of decision making.”



Rafal Myler, Managing Partner, Amrop Poland

What qualities do the best leaders bring to Poland's formerly state-owned companies?

"Imagine. You are arriving at a company that is completely different than anything you've experienced until now. It has no processes, no tools, people are speaking a different language. So if your job is transformation, then on the top of the usual skills like leadership, like driving change, you have to show a lot of creativity, a lot of patience, and a lot of determination to drive things surely but slowly forward. I saw leaders that were educated by the top companies of this world. And when they arrived in those formerly state-owned companies [in Poland] with the heritage, history and corporate culture, without those skills, they failed. So there is a very special breed of people that can do it."



Bruno Pastore

Does our tech-driven world mean our good leaders are tech-smart?

"Many employees work from home, and in order to manage them, it is necessary to be adaptable, in constant communication, but you have to use technology correctly. If you think of social media, the cloud, the employee can share information, brainstorm, and the manager has to participate in this discussion, but if the manager uses this technology and internet just to send email and to avoid a frank contact with the employee... this is the worst way of using technology."

Jasper van Ouwerkerk, Managing Partner, McKinsey & Company

What can business learn from the military?

“It’s all about the intent. Because military commanders understand that all the fighting happens in the front line and as soon as war starts it becomes extremely messy. The same in business.

Commander intent* is about expressing what you want to be achieved then giving commands that reveal your intent. In the corporate world I see a lot of CEOs giving commands but not the intent.”



Leaders for What's Now

* Prior to joining McKinsey & Company, Jasper spent significant time with the Dutch military as a tank platoon commander.



04



Leaders for What's Next

Nicolette Zandbergen, Partner, Amrop, the Netherlands

What type of leadership works best for the Millennial generation?

"Nowadays I think the younger generation are more inspired by servant leadership. They are often keen to understand the purpose of an organization; what type of impact they want from a sustainability perspective, and from a social corporate responsibility perspective."

Fredy Hausammann, Member of the Amrop Executive Board

Why are the principles of ethical leadership becoming so important?

"Sense of purpose is the first priority – many young talents would rather probably change their role, or even give up a career, if the sense of purpose is not right. And this is again connected to values, of course, and sustainability. So I think this is all going to play a much more important role going forward. To get the best talent and to be ultimately successful and valuable as a corporation."

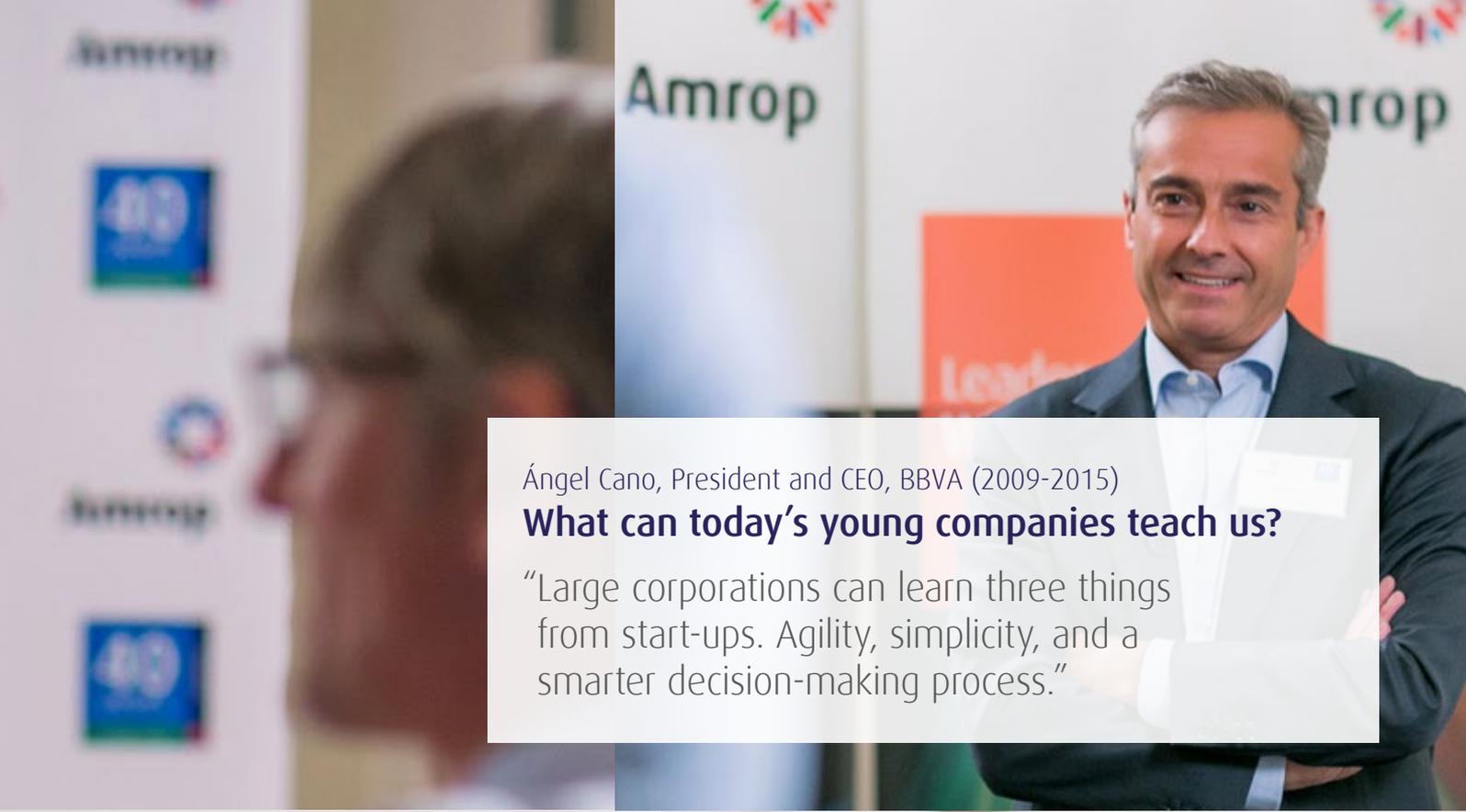


John Doxaras, CEO, Warply

**You come from a highly academic background.
How have you come to founding a start-up?**

"I have a natural curiosity so it started as trying to understand how nature works. It went very well with me in academia. I had some successes climbing up the ladder. But somehow this wasn't enough for me, publishing papers that only a few people in the world could understand.

**I've been driven by the need to make more impact
and wanting to build something of my own, trying
to affect as many people's lives as I could."**



Ángel Cano, President and CEO, BBVA (2009-2015)

What can today's young companies teach us?

“Large corporations can learn three things from start-ups. Agility, simplicity, and a smarter decision-making process.”



Somya Satsangi, Partner, Amrop India

India has many family owned enterprises. What challenges are emerging in this domain?

“Boards are being put together in a very differently-shaded manner. The current chairperson (who was also the core shareholder) is bringing in diversity, with a view that his children will not run the company or group in the future. They're also trying to introduce professional management, but not all professional managers like to work for family-run businesses. So we are in the middle of many discussions as to how to incorporate the new kind of management in these traditional set-ups - it is highly strategic thinking. These are very significant challenges, and the challenges are cultural.”

Leaders for What's Next



Roope Heinilä, CEO, Smarp

What tone do you strike when hiring new talent?

“In a normal recruiting situation a lot of companies say when they hire someone, “welcome to the family”, and the candidate says, “great to be part of the family”. The problem with that is you’re starting the relationship on a lie. Because family is forever and in all honesty you’re not expecting that person to be there when they retire. So instead of welcoming them to the family, why not welcome them to the team. Teams have a common goal, to win the tournament. There’s a start point and an end point, and both player and team win and lose together.”



Claire Jouffroy, Partner, Amrop Seeliger y Conde, France

You have written about the Smart Factory. Are machines set to replace humans any time soon?

“Machines have already started to replace humans. No doubt smart machines can be more effective, provide better quality, participate in contributing to greater customer satisfaction, definitely fewer injuries. But I would emphasize collaboration between machines and humans, and from this angle you realize that through exploiting data and artificial intelligence, operators on the shop floor have access to an incredible amount of data that yes, challenges them, but also provides facts and information on something that up to now they just knew from experience. So they can combine their experience, all of their sensory knowledge, of their environment, with this data, do predictive maintenance, understand where work problems come from, how they spread, and have much more impact.”



Lars Häggström, Executive in Residence, IMD, Executive Vice President, Human Resources, Stora Enso (2010-2016)

What does being a top level portfolio worker mean for you?

“Having worked in the corporate world for 25 years and only large companies, it’s an opportunity to learn something very new, very different: how to be an entrepreneur on one hand, working in a business school on the other. That part is reinventing myself a little bit, it’s also a way for me to catch up with the many experiences that I’ve had, stop, reflect upon and add to them. If I go back to working in large organizations I think I can also bring a lot of things back, because a lot of large organizations have much to think through when it comes to being agile, fast-moving, attractive for young people to work for.”

Leaders for What’s Next



05



Inspiring Leaders

Bruno Pastore

What leadership traits most inspire you?

“Some characteristics will never go out of style. To be continuously connected with people, with employees, self-awareness, team building, and in my opinion the most important: vision. The visionary leader will never die. We need visionary leaders today.”

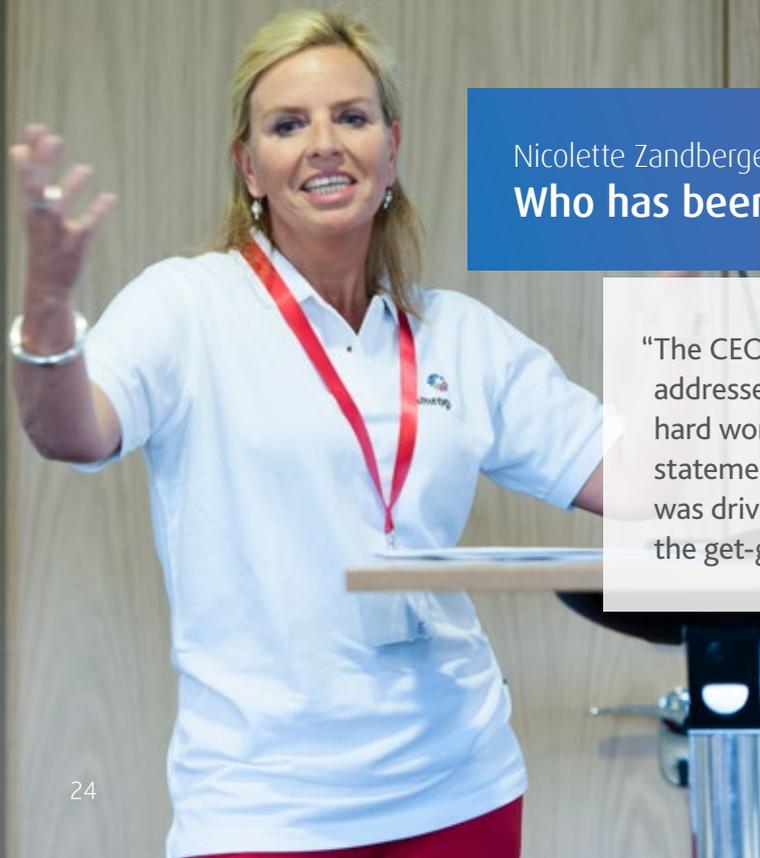
Who has best personified these attributes?

“The leadership style of Camillo Olivetti was really participative. He grew talents. And the success of Olivetti at that time, before IBM came to Italy, was the fact that he created a social company, not just to make business, not just to make revenue, but to have a participative, collaborative, creative company. And Camillo Olivetti is a good example of a wise leader.”



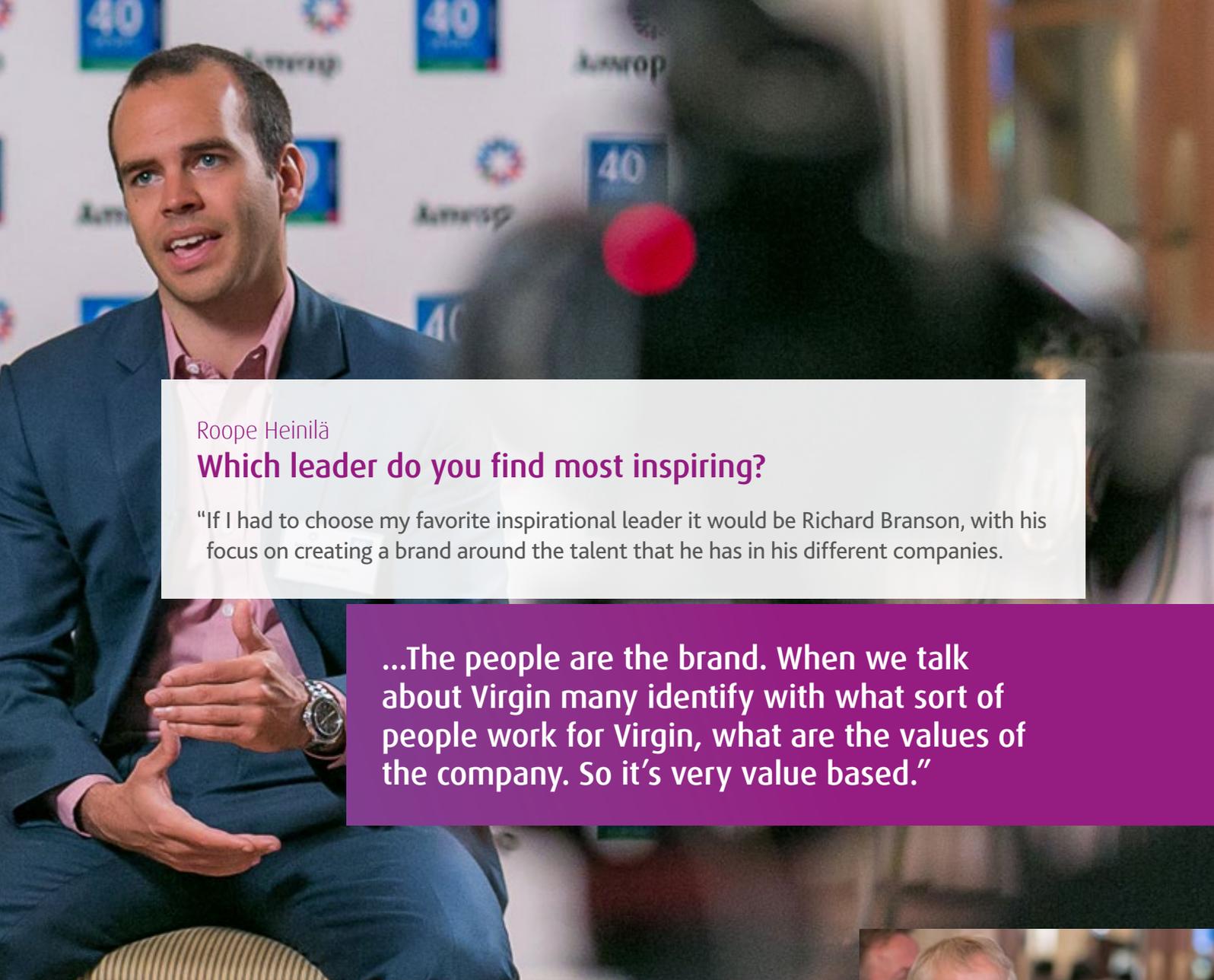
Mansour Abdulghaffar, Principal, Amrop Saudi Arabia
Which leader do you find most inspiring?

“Elon Musk likes to continuously innovate and challenge the possible. We all draw boundaries for ourselves of what is possible scientifically, physically, etc and I find he always seeks to raise the bar for himself, whether through Tesla, whether through SpaceX, and so on. So I like the part of his character that likes to set challenges that can be solved, and then when they are solved, it is not merely a monetary return for him, but rather a benefit for everyone somehow, for you and me, changing our lives positively.”



Nicolette Zandbergen, Partner, Amrop, the Netherlands
Who has been your most inspiring leader?

“The CEO and chairman of a company called Hewitt Associates addressed a group I was part of by calling us all SWANs - smart, hard working, ambitious and nice. I really liked that. It was a statement about the inclusive and team-oriented culture that he was driving. It was very inspirational and aspirational, and from the get-go I had a sense of belonging to the organization.”



Roope Heinilä

Which leader do you find most inspiring?

"If I had to choose my favorite inspirational leader it would be Richard Branson, with his focus on creating a brand around the talent that he has in his different companies.

...The people are the brand. When we talk about Virgin many identify with what sort of people work for Virgin, what are the values of the company. So it's very value based."

Claire Jouffroy

Who has been your most inspiring leader?

"One of the leaders in European retail property became CEO at a very early age, at 39. He was CEO for seven years with great success...

...and then in 2013 he left, at the age of 45. At the apex of his success, he suggested his COO replace him as CEO. I've always been very impressed by people who have built a sustainable organization and have prepared for their future, and haven't fallen in love with their own success."



Inspiring Leaders



1. Ángel Cano Fernández, President and COO, BBVA (2009-2015)

Ángel served as President and Chief Operating Officer of Banco Bilbao Vizcaya Argentaria, S.A. (BBVA) from 2009 to 2015, following global transformation roles (HR, IT and Operations). Today, he is a key mover in The Crowd Angel, facilitating private early stage investment in online startups, including Glovo and Shopery. Previously, Ángel was Chief Financial Officer of BBVA, building on a long track record in financial roles in the organization, and having specialized in finance at Arthur Andersen from 1984 to 1991. Mr. Cano has served as a Director of Turkiye Garanti Bankasi AS since 2011, and of China CITIC Bank Corporation Ltd. from 2010 to 2013.

2. John Doxaras, CEO, Warply

John combines science and entrepreneurship, big data and complex models. He was present in two of the most important computer science challenges of our era. Namely, real time processing of petabytes of data during the LHC experiment in CERN, and data mining tens of millions API calls in the online advertisement and re-targeting industry. He has an MSc in Theoretical Physics and a BSc in Quantum Complexity/High Energy Physics, having studied at Cambridge University and the University of Athens. John is the founder of Warply - a mobile loyalty and payments start-up. From Athens, he has scaled the organization to 7 countries (Greece, USA, India, UK, Romania, Cyprus, Malta).

3. Lars Häggström, Executive in Residence, IMD, Executive Vice President, Human Resources, Stora Enso (2010-2016)

Lars is passionate about driving change through leadership and learning. Executive in Residence at IMD, lecturing in large company transformation, personal transformation and career balance, he has a prestigious track record serving multinationals in global HR functions in a range of sectors: from renewables and banking, to pharmaceuticals. From 2010 to 2016 he was Executive Vice President of Group Human Resources at Stora Enso AB, a global renewable materials company. Prior, he was Head of Group Human Resources at Nordea Bank AB, the largest in the Nordic region. This followed senior HR positions at Gambro, AstraZeneca Sweden, Eli Lilly & Co and Telia.



4. Roope Heinilä, CEO, SMARP

Roope started Smarp from his living room with two university classmates in February 2011. They realized that communications between companies, their employees and external stakeholders had fallen behind technology and wanted to make it easy for companies to keep their employees well informed while empowering them to act as brand ambassadors in social media. Smarp has grown to be the globally leading employee communications app provider, employing over 60 talents in Helsinki, New York, London and Stockholm.

5. Charalampos Mainemelis, Professor of Organizational Behavior, ALBA Graduate Business School

Charalampos's award-winning work examines time and timelessness in the creative process and play in individual and social creative functioning, creative deviance, creative leadership, and creative careers. Originally educated in economics and management, in the mid-1990's Charalampos worked for a digital-imaging software firm in the San Francisco Bay Area. Upon completing a Ph.D. in organizational behavior at Case Western Reserve University in 2001, he served for eight years as an assistant professor at London Business School. Since 2004 he has been a visiting professor at Porto Business School, and in 2009 was a visiting professor at Sogang University, South Korea.

6. Jasper van Ouwerkerk, Senior Partner, McKinsey & Company

Jasper leads McKinsey's global Operations and Digitization Practice for Services industries. He specializes in large scale transformation, end-to-end digitization and agile programs, and performance management capability-building. Jasper has assisted major multinational financial institutions in end-to-end digitization programs covering over 30 customer journeys. He has also helped many European institutions recover from financial distress to market leadership. As global practice leader, he is shaping similar programs across the globe. Jasper is an economist, and prior to joining McKinsey, spent significant time with the Dutch military as a tank platoon commander, and with chemical-pharmaceutical company Akzo Nobel.

About our guest participants

About Amrop

Amrop advises the world's most dynamic, agile organizations on identifying and positioning Leaders For What's Next – senior professionals adept at working across borders, in markets around the world. Established in 1977, Amrop operates in Asia, the Americas and EMEA through over 70 offices in more than 50 countries and is ranked among the top ten global executive search firms. Amrop is committed to long-term relationships with Board Members and Senior Executives, either as members of hiring organizations, or as candidates for leadership positions.

Amrop's 40 Year History From 6 Perspectives

A global spread of senior local attention: In 1977, five entrepreneurial retained executive search firms in France, Italy, Switzerland, the UK and the USA united under 'Amrop international' to serve the geographical growth in their clients' talent needs. They shared strong reputations and standards, exercising a flexible and client-centered approach based in deep knowledge of their local markets. A year later, two strong executive search boutiques in Benelux and Germany joined. In the 1980s, Amrop continued its expansion, partnering with firms in Latin America, Asia Pacific and Africa. In the following decade, Amrop further strengthened its presence in Europe, especially Central and Eastern Europe, and in growing developing and emerging markets in the Middle East, Latin America and Asia. In 2000, Amrop International merged with The Hever Group, a growing international network of high quality executive search firms, to later form the 'Amrop Partnership'. Since 2015, Amrop has welcomed a new generation of member firms from Norway, Brazil the US, and Singapore.

An ever-stronger brand: In 2009, the organization re-branded Amrop, with a fresh and bright logo, reflecting its status as a cohesive, global organization. In 2013 Amrop launched the tagline: 'Leaders For What's Next' – expressing its identity as an agile, connected and forward looking partnership, applying a context driven methodology.

A maturing role: Amrop has not only expanded geographically and built a recognized brand over 40 years, it has also deepened its offering, delivering trusted advisorship in the executive search domain to help clients find sustainable solutions to their most critical and strategic leadership issues. It has built strong and relevant industry expertise, and consolidated its Leadership and Board services offering.

A learning organization: Always moving towards What's Next, Amrop emphasizes the learning and development of its own people at all levels. Programs conducted under Amrop University provide customized learning and the exploration of critical business topics. Launched in 2011, the Amrop 'Trusted Advisor Program' was designed and delivered with leading business school IMD. Ongoing partnerships with IMD and with Hyper Island, a creative digital business school, continue the journey. Meanwhile, Amrop's 'Explorers' shine a light on future trends, new tools and directions for the organization, and Amrop's annual Campus Session brings together Amrop Researchers from around the world. Launched in 2017, Amrop's exclusive N Fellowship program extends the concept externally, providing a reverse-mentoring platform that matches client CEOs with the brightest young computer engineering minds of tomorrow.

A growing bank of thought leadership: Since 2013 Amrop has intensified its publication of articles and reports underpinning the platform of Leaders For What's Next. Flagships include the global C-suite study: 'Welcome to the Flight Deck', exploring the human dimension of globalizing mid-caps, 'Digitization on Boards', mapping the digital competencies of stock-listed companies, and the upcoming global study exploring 'Wise Decision-Making' - based on the premise that ethical, ecological and sustainable leadership is increasingly in demand.

A Mission for What's Next: Amrop's global Mission: 'shaping sustainable success through inspiring leaders' drives everything we do. It is supported by 6 Core Values: Agility, Caring, Curiosity, Ethics, Excellence and Inclusion.