



Professional Competencies behind Quality

Track D



A) Key2people Executive Search

B) Professional Competencies

C) Questionnaire Feedback





KEY2PEOPLE EXECUTIVE SEARCH



- Executive Search



- Non-Executives
- Corporate Governance Assessment
- Board Performance Review



- Search & Selection of Middle Management



- Recruiting online
- HR Software Solution





IIC Partners- Executive Search Worldwide



Global Office Locations

IIC Partners Global Reach
With 47 offices in 31 countries around the world

AMERICAS
EMEA
ASIA/PACIFIC



Americas

Buenos Aires
Calgary
Caracas
Chicago
Columbus
Curitiba
Detroit
Edmonton
Houston
Montreal
Rio de Janeiro
Santa Monica
Santiago
Sao Paulo
Toronto
Washington D.C.

EMEA

Amsterdam
Brussels
Bucharest
Cape Town
Dublin
Hamburg
Helsinki
London
Madrid
Milan
Moscow
Munich
Oslo
Paris
Riga
Rome
Stockholm
Vienna
Warsaw
Zürich

Asia Pacific

Auckland
Bangkok
Beijing
Bombay (Mumbai)
Hong Kong
Melbourne
Shanghai
Singapore
Sydney
Taipei
Tokyo





Professional Competencies 1/3

Before

Who made the mistake?

What happened?

Entrepreneurial approach

Now

Why did they make it?

How did it happen?

Method

Competence

Analytical skills

Understand the environment,
Curiosity

Rigour,
Team management





Professional Competencies 2/3

Before

**Critical final report
(Often confidential
to CEO/Board)**

**Low Human
contact/interaction**

Now

**Constructive final
report
(Officially fed back)**

**High Human
contact/interaction**

Competence

**Communication skills
Persuasiveness/
Social Intelligence**

**Relationship
building
Interpersonal skills**





Professional Competencies 3/3

Before

Internal
Compliance

Now

Process Efficiency

Process Efficiency
+ External
Compliance

Competence

Business Admin
Skills

Specific
Compliance/Legal
skills Knowledge
of Business Affairs





Professional Competencies - CLIENTS' REQUESTS

“I want somebody who can say ‘no’ no top management”

“I want an insurance policy for the shareholders, the by-product of this is consultancy”

“We want the same level of negotiation and influencing skills that our Sales Director has”

“I don't want to hear ‘my current company just doesn't understand the value that I can bring’”





Professional Competencies - CLIENTS' REQUESTS

“I don't want somebody who allows themselves to become contaminated by the organisation”

“We need a person who comes down from the stand and takes part in the game”

“We want someone who says the right thing at the right time. It's no use to me if it comes out 3 months later”

“It's never too early to receive bad news”





HEAD OF AUDIT (CAE)

| | |
|-----------------------------------|---------------------|
| Average Age | 46 Years old |
| University/College | 93 % |
| Professional qualification | 79 % |
| Average OTE | €104.000 |





AUDIT MANAGER

Average Age 35 Years old

University/College 98 %

Professional qualification 88 %

Average OTE €81.000





HEAD OF AUDIT

What are the chances of professional growth in your company?

| | ECIIA | | European Survey | |
|-------------|----------------|------------|------------------------|------------|
| | Manager | CAE | Manager | CAE |
| High | 29% | 5% | 22% | 2% |
| Mid | 62% | 79% | 67% | 6% |
| Low | 9% | 16% | 11% | 92% |





What are the necessary soft skills ? (Audit Manager & CAE)

ECIIA

- Communication
- Understand the environment
- Rigour
- Persuasion
- Relationship building
- Team Management

European Survey

Communication = 1

Team management = 1

Relationship building

Understand the environment

Persuasion

Rigour





Professional Competencies

- Business Administration Skills
- Relationship Building
- Curiosity
- Analytical Skills
- Strong Interpersonal and Communication skills
- Persuasiveness
- Rigour & Determination
- Strong Team Management

