

THE TEN THINGS YOU CAN EXPECT

From a Top Search Consultant

TRANSEARCH
EXECUTIVE SEARCH & LEADERSHIP CONSULTING

John O. Burdett



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*“**BRAND** means Better Results And No Disappointment.”*

One thing can be said with certainty, “There is no shortage of search consultants.” The challenge becomes how to sort the wheat from the chaff? In that hiring a key executive can, at times, mean betting the farm, identifying the right search partner is no small thing. Below are 10 criteria that will help you decide.

- 1. Business intelligence.** Insight, knowledge and being fully plugged into how different business sectors are unfolding in relevant international constituencies. Five issues, in particular, need to be among the consultant’s strengths: (1) social, economic and political trends; (2) the current research





on leadership; (3) the state of play as it relates to new technology; (4) the emerging thinking regarding organization design; and (5) all things to do with organization culture.

“It’s clear that the hierarchical organization, so prevalent in the last century, is a total misfit with the agility, resilience and speed of response demanded in this one.”

– John O. Burdett

- 2. Marketplace mastery.** A deep understanding of the marketplace for talent generally and, more specifically, the sector(s) the consultant specialises in. Because it highlights trends, that expertise should embrace hands-on, international experience. Ideally, the latter would involve not just search but high-level, leadership consulting. Consulting on talent management generally, on executive succession and/or working with Boards being especially valuable.

Mastery in the marketplace is evident in the way the consultant presents the firm’s value proposition. Firms that claim to be all things to all clients learn to paint with a very broad brush. “Our consultants are the best. We do great work. We are absolutely committed to your success.” For an inexperienced buyer, it can come across as an attractive offering.

Churchill is quoted as saying that “a good speech should be like a woman’s skirt, long enough to cover the subject but short enough to create interest.” Good advice when presenting the value proposition. The pitch should be long enough to explain how the search firm adds value but short enough for relevant success stories to keep the client emotionally invested.

“Value” in executive search can be defined in five ways: (1) a commodity; (2) enhanced value; (3) added value; (4) created value; and (5) thought leadership. Leaders are readers! In the race for tomorrow, the only thing that is certain is uncertainty. It is no longer enough to know how the game is played – you have to be **ready** to play and even create a new game.



- ✓ **A commodity.** Doing just enough to win the sale. Little by way of process other than being good at shaking the trees. Theme: show me the money. Point of differentiation: relationship building and a good network. Relationship chemistry: personal loyalty. Sticky factor: beyond personal relationships, not too much.
- ✓ **Enhanced value.** Doing more or less what middle-of-the-road competitors are doing (or have access to) but striving to do it better. Leadership competencies, psychometric testing, some support during the integration process, often defining “what the competition are doing.” Theme: efficiency. Point of differentiation: performance excellence. Relationship chemistry: consultant-client cooperation. Sticky factor: medium.
- ✓ **Added value.** Partnering with client to, as warranted, bring innovative processes/services to the search. Performance excellence + support around – attraction, a robust scorecard, measuring culture as a feature of





search, assessing the team needs, psychometric testing and excellence in executive integration being typical value adding processes. Theme: making the client's business better. Point of differentiation: mitigating risk in the hire decision. Relationship chemistry: consultant–client collaboration. Sticky factor: high.

- ✓ **Created value.** Performance excellence + a range of innovative processes (as found in added value) + genuine know-how into all aspects of talent management. Theme: supporting the client as they seek to reinvent how they do business. Start a new business? Point of differentiation: ensuring that the client's approach to talent acquisition is a sustainable competitive advantage. A wholistic approach where talent acquisition is seen as but one building block in the talent management system. Included in the latter, succession, cross-organization talent assessment, retention strategies, Board assessment and support around organization-wide culture. Relationship chemistry: the search consultant and the client “imagine the future” together. Sticky factor: extremely high.
- ✓ **Thought leadership.** All of the factors embraced by created value + the capacity to bring truly breakthrough ideas to the table. Ideas that not only reframe the client's mindset but that have the power to redefine how executive search is defined in the marketplace. Theme: if it isn't broken, let's break it. Point of differentiation: creating ideas today that become mainstream tomorrow. Relationship chemistry: the client wants to work with the provider more than the provider has the capacity to deliver. Sticky factor: unbreakable.

Each level of value embeds greater client loyalty. Each level also means greater investment in (1) research and development; (2) developing the search firm's talent pool; and (3) brand building. As an international human resources executive for 30 years, I have always been underwhelmed by the somewhat arrogant term “trusted advisor.” I cannot remember a time when what I needed was someone on the sidelines giving me advice. What I often did need, however, was a knowledgeable partner who was capable and experienced enough to get down into the trenches with me.



There are four points of vulnerability with a business model defined as a commodity or enhanced value. One: a risk management vulnerability - each level of value better mitigates risk. Two: new digital entrants already claim to offer the same service, faster, cheaper and with less bias. Three: in a market downturn, where top competitors expand their reach, a business that offers only a marginal point of differentiation will find it difficult to attract/retain clients. Four: to be the best you have to work with the best. Market leaders want to work with other market leaders. Lacking the opportunity to do so results in a learning deficit that, over time, will be difficult (impossible) to address. Survival = learning faster than the competition.

In that it's about building their brand, a top search consultant will: (1) display transparency around the value being offered; (2) reject work that demands excellence in a level of value that they are unfamiliar with; (3) employ a third





party to audit the quality of the service being delivered; and (4) recognise that in the professional services sector, today's winning value proposition is likely to be tomorrow's commodity.

*“It ain't what you don't know that gets you into trouble.
It's what you know for sure that just ain't so.”*

– Mark Twain

- 3. Make attraction matter.** You can't hire talent you don't attract. This implies a search consultant who can work with the client to develop a winning hiring value proposition. We are not talking about hype, double speak or clever advertising. If the narrative that supports attraction lacks integrity, expect the leader you just hired to be reworking their resume.

At the research stage of the search there are invariably two ongoing conversations. One: an explanation of the role (*inform*). Two: dialogue around how the role moves (or possibly not) the candidate's career forward (*involve*). Essential though these conversations are, they are missing an essential ingredient – to *inspire*. Without inspiration, the truly outstanding performer becomes the great candidate that got away. “Thank you but I have a great job here.” To inspire? A conversation along the following lines: “We have conducted research with the hiring organization's top talent and here is what they told us they love about the organization”¹

“What keeps the best, attracts the rest.”

– John O. Burdett

- 4. Measure culture.** Culture matters. A study by Carolyn Dewar, Martin Hirt, and Scott Keller (“The mindsets and practices of excellent CEOs,” October 2019) found that CEOs who insist on rigorously measuring and managing all cultural elements that drive performance more than double the odds that their strategies will be executed. And over the long term, they deliver triple the total return to shareholders that other companies deliver. One should add

¹ To facilitate this conversation, we have developed *Why Do You Stay?* A research-based process built around a unique retention algorithm; a process that can also be used to develop a comprehensive retention strategy.



here that an inability to adjust/adapt to the culture is the leading reason a new executive stumbles.

A meaningful measure of culture assesses both the current and needed (not aspirational) culture using easy-to-understand business terms. If the assessment looks and sounds like it belongs in a third-year psychology class – it belongs in a third-year psychology class. Our experience is that different constituencies within the client’s business benefit from a different measurement approach, e.g., the Board needs a different culture measure to management.

When I ask those search consultants who fail to measure culture how they orchestrate culture fit, their response, inevitably, runs along the following lines: “I don’t need to measure culture; I draw it out as a central feature of my ongoing conversation with the client.” This approach falls down on three counts. One: the client, as often as not, focuses on the *aspirational* culture.





What the organization wants, not what is needed and/or is possible. Two: unless the hiring manager has been specifically trained in the subtleties of organization culture, their response will, almost certainly, be far too general. Three: when drawing out and interpreting the hiring manager's response, in that it involves the ability to place one's self in the mind of another, the consultant's personal experience in corporate culture (in most cases very limited) becomes a make-or-break issue. A meaningful measurement approach overcomes these concerns.

Without measuring the culture you have and need, it's difficult to understand how an executive search can deliver hiring success. "A best guess" doesn't even rise to the level of being a very poor substitute.

"Organizations don't have a culture; they are their culture."

– John O. Burdett

- 5. Build a simple scorecard.** If you measure it, that's what people will focus on. Moreover, if you lack a robust scorecard, one of the key planks in developing leadership competencies is missing. The "what" informs the "how."

Often referred to as a "balanced scorecard," there are four major benefits: (1) it's a hands-on and practical way to define the hiring firm's expectations; (2) KRA's tend to be unidimensional, i.e., skewed to financial results. By comparison, a scorecard provides a 360° view of all of the areas where the successful candidate must excel; (3) by keeping it simple, "paralysis by analysis" is avoided; and (4) it becomes integral to the integration process. Think focus! Less is more!

In TRANSEARCH our approach to the scorecard embraces four dimensions of performance. Understanding each scorecard element is best understood by the following:

- 1) **Business/customer value.** Examples being: future culture, strategy, cash flow, organization design, product design, technology, business growth, branding, competitive threats, tomorrow's business model, capital investment, merger/acquisition, market share, new product development, customer loyalty.



- 2) **Operational value.** Examples being: productivity, sales, outsourcing, stability of supply, speed to market, quality, new shop floor technology, labour costs, process improvement, machine downtime, speed to market.
- 3) **People value.** Examples being: employee engagement, talent management, building great teams, labour relations, performance management, training initiatives, leadership development, retention, succession, personal growth.
- 4) **Community/societal value.** Examples being: sustainability, addressing harmful practices, building deeper relationships with universities and business schools, hybrid employment, mental health, relationship with the local community, contributing to worthy causes.





To the extent possible, each of the targets captured by the scorecard should be fully brought to life by accompanying financial, time and qualitative measures. Other targets, such as mental health, can be difficult to measure. As would scorecard goals that stretch well into the future, e.g., growth by acquisition.

*“Not everything that can be counted counts
and not everything that counts can be counted.*

– Albert Einstein

- 6. Develop leadership competencies.** The scorecard defines what needs to be done. The competencies capture the leadership behaviour required to achieve those goals. Five imperatives govern leadership competencies in hiring. They must be: (1) future-facing; (2) role-specific; (3) updated regularly; (4) organised such that they deliver leadership balance; and (5) available digitally.

The problem with a simple list of competencies is that without a balanced approach the competencies arrived at, all too often, mirror the hiring executive’s leadership approach. “What we really need is someone just like me.” To instil “leadership balance,” we have built our library of 60 leadership competencies² around our proprietary leadership model: see **Figure one**.

- ✓ **The Head (direction)** – *Cognitive intelligence.*
- ✓ **The Hand (deliver)** – *Practical intelligence.*
- ✓ **The Heart (development)** – *Interpersonal intelligence.*
- ✓ **The Spirit (day-to-day dialogue)** – *Intrapersonal intelligence.*

To the four dimensions of intelligence outlined we must add a fifth: *ecological intelligence*. Here we are describing a way to think and act that fully recognises the footprint we leave on the planet (sustainability). Sustainability is integral to and draws on all four of the domains outlined.

*“The lead is to employ the head, empower the hand,
engage the heart and enrich the spirit.”*

– John O. Burdett

² A typical search at an executive level would identify two competencies for each of the four domains.



- 7. Orchestrate team fit.** Tomorrow will not be a replay of today. Count on it! Assume an organization structure with (1) virtually no hierarchy; (2) where speed of learning and agility are a competitive advantage; and (3) with the capacity to self-organize. And to make all this possible? Factor in an AI core (hub) that connects different parts of a diverse network in real time. A hub that shares market information, ensures strategic clarity, captures success, stimulates innovation, facilitates community and enables collaboration to flourish.

We are describing a business that is Flat, Fast, Focused, Flexible and Fertile to new ideas; an organization that is, above all else, a team of teams. The implications for the search consultant are profound.

- ✓ A recognition that every time someone new is hired onto the team we have, essentially, created a new team.
- ✓ Because the true network organization demands unprecedented freedom to act, team fit becomes a selection imperative.





- ✓ The capability and the tools needed to assess the team being hired into - results and relationships. An assessment that reflects the challenges inherent in the network organization structure already described. If you don't measure team behaviour, the hire decision becomes little more than an act of faith.
- ✓ The belief that diversity is the handmaiden of innovation.
- ✓ A hybrid way of working gives additional emphasis to the reality that in today's business environment, for the team to excel, the team leader works for the team.
- ✓ A candidate assessment for the team leader that fully factors in the need for leadership balance.
- ✓ Uncovering candidates who, while recognising the role of business efficiency, intend to innovate and, as the business environment demands, are compelled to create.
- ✓ In defining team fit, character and resilience become as important as job-related expertise and skill.
- ✓ Psychological safety, speed of learning, peer coaching and collaboration become prime, team enabling, leadership competencies.
- ✓ Induction into the team fully recognises the importance of: delivering tomorrow's culture today; constantly challenging the status quo; inter-team synergy; technology agility; and fully understanding both functional and team roles.

*"A team can never move faster than its least
team enabling member."*

– John O. Burdett

8. Ensure that the candidate hits the ground running. A successful search isn't complete until the new entrant is fully embedded in the role. This goal is greatly helped when:

- ✓ The search provider equips the recent hire to manage much of the integration process themselves. Leaders must lead! In TRANSEARCH this means both a proprietary workbook (*Without Breaking Stride*) and



a dedicated website. The latter containing articles, videos and other support material. By utilising the workbook, the hiring manager and human resource support person partner with the inductee as the latter moves through the integration plan.

- ✓ There is an agent of last resort. The search consultant checks in regularly and, where needed, provides appropriate coaching. The search professional should also be recognised as a “behavioural backstop.” If things start to come off the rails, or if unforeseen barriers arise, the newly hired executive needs to know the person who, in confidence, they can go to.
- ✓ Coaching/mentoring make a marked difference. The integration process benefits immensely where the new hire has two invaluable sources of support. One: an induction mentor on the team. Two: an external coach. Choosing the right coach is important. The coach should have experience





that mirrors the culture the new hire has now been thrust into. For example, if the new role demands international reach, it's a mistake to match the new hire with a coach who has only worked domestically. For "international reach" read - scale and size of the organization, the clock speed of the business and the cultural reach demanded in the role.

It's our experience that meaningful integration moves through the following key steps. In our case, supported by proprietary assessment tools.

- ✓ Prewrite before the candidate lands
- ✓ An initial integration plan: a plan that, as the inductee gathers more information, becomes ever more objective/specific. Note: delivery starts on day one!
- ✓ Assessment of self (assessment)
- ✓ Landing and letting go
- ✓ Starting to build a constituency
- ✓ Culture fit (assessment)
- ✓ Developing a scorecard
- ✓ Leadership balance (assessment)
- ✓ Moving onto the team/team fit (assessment)
- ✓ Monitoring progress
- ✓ Reflection and learning

Executive integration isn't an afterthought. It's a fundamental building block in a successful search. By comparison, think of a sink-and-swim approach to integration as being the business equivalent of deliberately setting fire to a pile of money. Meanwhile, deliver integration excellence and the search provider has created a relationship with the newly hired executive that, potentially, opens the door to new business.

"If they don't land, they won't stay."

– John O. Burdett



9. **Asks great questions.** Search mastery is found in the thinking covered so far. The Oscar, however, goes to the search professional who, in addition, displays two, often underestimated, qualities: asking great questions and listening.

What is a great question? That itself is a great question. A great question can't be answered with an automatic response. It makes the listener go deep. It makes the silence in the room louder. It changes the conversation the listener is having with themselves. A great question bridges the concerns of divergent groups by focusing on an outcome that holds meaning for all. With the emphasis on pragmatism, a great question asks for what you want and ... not what you don't want.

I spent the first decade of my working life in hard-core industrial relations on both sides of the Atlantic, in union and non-union plants. Early in my tenure, I attended a number of meetings between a line manager, a vocal union representative and an employee who was habitually late. It was the





employee's last chance. The question the manager always (always) asked was "Why were you late?" At this stage in the discipline procedure, it was understood that the employee's lateness was entirely their own fault. It goes without saying, yet one more conversation about being late didn't accomplish much. It merely threw up a wordy and irrelevant smoke screen. The question the manager should have asked? "Starting tomorrow, what are you going to do to ensure that you will be here on time?" In changing the question we move from a litany of excuses to a personal commitment. And there is no such thing as being partially committed. Moreover, if terminated at a later date, the employee couldn't blame their "misfortune" on lack of understanding from management.

A great question asks for what you want and not what you don't want. In the 2022 FIFA World Cup, Lionel Messi missed a penalty. I guarantee the coach didn't ask, "Why did you miss?" The better question? "What will you do different the next time you take a penalty?" When? On the day of the next match.

A great question is rarely programmatic; it surfaces in the moment. A great question comes to the fore when:

- ✓ It draws on the questioner's authentic self and is framed by the questioner's ability to build rapport.
- ✓ Brief is better than bombastic. Clear beats convoluted. Relevant trumps rousing. Outcome outweighs objection. Meanwhile, "why" questions promote defensiveness.
- ✓ Language = cultural software. The most meaningful language utilises terms and ideas that match the listener's level of abstraction. Someone who asks great questions mixes up the kind of questions asked. Open-ended rather than closed. Second-phase questions, "tell me more." Funnel questions – a series of questions that explore context and, in doing so, open the door to a breakthrough question.
- ✓ It's understood that not all great questions sound like a question. Confronting a paradox is, in itself, a great question. A great story can contain within it a subtle question that's hard to ignore. And, of course, silence is often the best question of all.



- ✓ Those listening will stop saying, “that’s a great question.”
- ✓ Other than to build rapport, hypothetical questions are rarely helpful. Opinion is way less useful than the facts. Conjecture may move the conversation along but does little to facilitate meaningful decision-making.

“A successful innovator is someone with unbounded curiosity spurred on by a great question.”

– John O. Burdett

- 10. Listens, listens, listens.** We listen when we make an emotional commitment to be fully present – to be in the moment. We listen when we put a hold on likely interruptions and spend a few moments clearing the clutter from our mind. We listen when our self-talk moves to full volume with a message that emphasises, “The next few minutes are an invaluable learning opportunity.” We listen when we put the needs of others ahead of our own needs. If you





are operating in virtual space, double down on each of these behaviours. If you are on Zoom, or some other video connection, set the scene for exemplary listening – take the clutter out of the background, avoid casting shadows on your face, adjust the camera to be near eye height (if needed, buy a stand for your laptop). When the camera is looking up at your neck and chin, you are emphasising what is probably your least attractive feature.

Claude Debussy once remarked, “Music is the stuff between the notes.” Masterful listening implies “listening for” and not “listening to.” It means listening not just for what is said, but also for what is omitted. It means hearing the silence. It means interpreting the message in the space between the words. It means, when emphasis adds to the understanding, making the silence louder. It means, when faced with a tough advocate, forging the silence the way a blacksmith wields a hammer. It means being tuned into the subtleties of the speaker’s body and the subtext in the language. The payoff? When we are fully engaged we start to hear not just the speaker’s intentions, but the meaning behind what is being presented. And in that meaning we can start to understand the speaker’s true intent and state of mind.

In a search professional’s behavioural tool kit, nothing is more impactful than asking great questions accompanied by exemplary listening. Stumble or fall short in either and much of what is really important remains hidden.

In my own work I have noticed that both qualities always seem to be accompanied by a far less trumpeted attribute. A great question is in the moment. Listening is deliberate. The enabling context, the empowering platform, the catalyst that opens the door to both: courtesy. Peter Drucker called courtesy “the lubricant of leadership.” Don’t trust a consultant who leaves home without it!

“The most influential person in a group isn’t the one who dominates the conversation. It’s the person who displays mastery in listening and who, in doing so, leads with a hidden baton.”

– John O. Burdett



The rest of the story

We can't conclude without adding something about the interview. The dirty little secret is that far too few managers have been trained in how to interview. No less of an indictment, not a few search professionals are also making it up as they go. Doing something often, every day even, doesn't make you good at it. Ask an alcoholic.

In their best-selling book *Noise*, Daniel Kahneman, Olivier Sibony and Cass Sunstein describe the standard interview as “useless” – statistically, about as valuable as a coin toss. The “standard interview” refers to a typical job interview format where the hiring manager does little more than ask a set of questions focusing on the candidate's past results. It amounts to interviewing the resume. The result? A subjective evaluation of fit replete with bias, where the “friendly chat” format is founded on the belief that





the interviewer is smarter than the candidate. The interviewer believes that through a mixture of habit, hubris and good luck they will cut to the truth of the matter. Unfortunately, it's not the "winning" resume that turns up one rainy Monday morning ... it's the candidate!

If you don't know what you are looking for don't expect to find it. Objectivity enters the interview when the candidate's past performance, relationships, challenges and approach to change are "flexed" against: (1) the needed culture; (2) a robust scorecard; (3) future-oriented, role-specific leadership competencies; and (4) the team needs demanded of the role. Psychometric assessment³ derisks the hire decision further. In that the search process is, ultimately, about managing risk, I leave it to the reader to determine where the future of executive search lies.

While not taking anything away from the objectivity described above, in defining what it is that makes a top search consultant, it's a mistake to discount what, in some cases, amounts to years of successful C-suite consulting experience. For those so gifted, there is an intuitive aspect to search work: deep rooted, experience-based insight; an awareness triggered, not by what the candidate says, but by what is missing; that recognises incongruous patterns and, in doing so, prompts a second and deeper look at the candidate.

Experience is an invaluable asset, especially in drawing out an often hidden-in-plain-sight, "must have" candidate quality. In a CEO or mission-critical role, it's an inspirational trait anchored in the day-to-day behaviour not, necessarily, in the telling. And that quality? Character. The higher the mountain, the steeper the slope, the bigger the problem; it's character and not simply skill that matters. AI and the other technology-based search tools have genuine merit, but unbundling the more subtle aspects of fit, such as character, is far more of an art than it is a science.

"Talent is a gift; character is a choice."

– John O. Burdett

3 It should not be assumed that psychometric assessment is a predictor of behaviour. At best, it's a leading indicator ... to be flexed against the emerging context.



Conclusion

Talent acquisition doesn't live in a vacuum. It's an integral part of the overall talent management system. If "succession" is poorly thought through, expect to go outside for talent more often than is good for the organization's health. If you hire great people and coaching is a hard-to-find skill, assume a higher attrition rate than might be expected. If the leadership development agenda is found wanting, know that leaders will inappropriately hold onto talented team members. And if the search consultant is found wanting, costly recruitment lag is only one of the more visible outcomes. It's impossible for the client to even think about transcending the ordinary if the same repetitive question keeps coming to the fore. "Why do I keep bumping into people we clearly shouldn't have hired ... again and again and again?"

A poorly conducted search is a "gift" that keeps giving. Expect the candidate selected to be, at best, a tactical "replacement." Executive search is strategic. Always! The





right candidate is a strategic fit for the emerging culture, the results expected (short and longer term), future-oriented leadership competencies and the future needs of the team. Short change any of these and the default outcome is to land on the candidate who, at a superficial level, stands out. The wider dilemma? When talent acquisition becomes a beauty contest, mediocrity is assured well beyond the search.

For the service provider who views search as little more than a commodity, business development becomes a win-lose negotiation. The provider offers the minimum necessary to win the sale. Enhanced value moves well beyond a commodity mindset but doesn't, necessarily, touch all of the risk mitigation bases. In a traditional, steady state industry this might not be a huge shortfall. Move to a significant CEO or mission-critical role in a fast moving sector, however, and lack of discipline (e.g., measurement) in an area like culture becomes an issue of real consequence. Even if it means investing additional time in the search, there are some positions where you simply **must** get it right. There are internal moves where getting it right is no less important.

Working with the client to add value builds on a partnership ethos that speaks to attracting and hiring **the right** candidate. It defines a way to work where making the client's business better **always** takes precedence and where risk mitigation is a central theme. *Creating value* delivers, as needed, the processes, tools and assessments embraced by adding value but does so through a wider lens: talent management. Thought leadership, meanwhile, brings reframed mindset + unique intellectual property to the table. As the client embarks on the hitherto untravelled road, thought leadership introduces a different way to think and act.

Ultimately, a top search consultant is driven by one simple question, "What do we have to do to ensure that the client views us not as a supplier but as part of their team?"

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*"You can't
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JOHN O. BURDETT has worked in over 40 countries as an executive and as a consultant for businesses that are household names. He continues to work on leadership development and organization culture for some of the world's largest corporations.

In 2019, his work with ABB's top 240 executives received a major international award for the most innovative leadership development initiative of that year. His ongoing partnership with TRANSEARCH International means that his proprietary work on talent acquisition, in any one year, successfully supports many hundreds of top leadership appointments on six continents.

He has written extensively on executive coaching and was awarded international coach of the year by the Finnish Institute of International Trade. Business graduates at the University of Texas indicated that his material on coaching was the single most valuable learning source they took away from their undergraduate degree. He has also coached numerous executive teams

around the world in how to coach. He currently coaches a select group of CEOs.

Apart from a range of corporate leadership workshops, he has taught at business schools on both sides of the Atlantic. His work on the MBA program at the University of Toronto received a teaching excellence award. John holds a doctorate in management development and is a Fellow of the Chartered Institute of Personnel and Development.

In addition to numerous business articles and twice being awarded article of the year by MCB publications, John has published 16 books on leadership, talent management, coaching and organization culture. A number of them bestsellers. His most recent book is a fully revised version of his international bestselling book on executive integration: *Without Breaking Stride*. To download his current business articles go to www.transearch.com/orxestra/downloads

