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Abstract

Almost all appointmen -hunter involvement. Final selection always rests with the company board, but frequently the board chooses between candidates most of whom have been suggested for consideration by a head-hunter. The existing literature covers such issues as the scope and role of head-hunters in CEO appointments. The way that search firms select who to put forward for consideration has not been investigated. In this paper the authors describe the working methods used by ten major London-based national and international executive search firms in identifying suitable candidates for CEO posts. Their findings are based on extensive interviews. The primary finding is that performance of candidates in various posts prior to being put forward for consideration plays a minor role in CEO selection compared to other considerations. Other findings have to do with CEO remuneration and on-going relations between head-hunters and successful candidates.

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