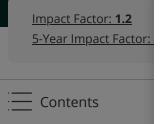
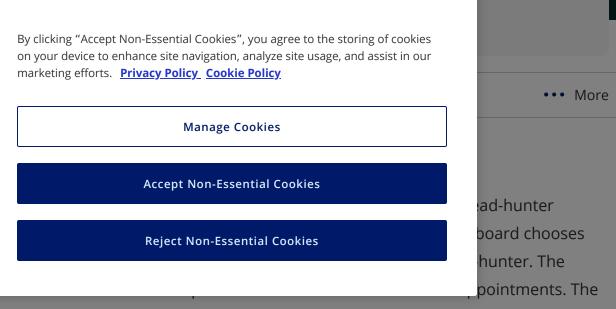
Journal of General Management



Abstract

Almost all appointment involvement. Final substance between candidates existing literature co



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.



Get full access to this article

View all access and purchase options for this article.



Executive Search Bibliography

Beaverstock J. V., Faulconbridge J. and, Hall S. (2012), 'Executive Search' in Ritzer G. (ed.), *The Wiley-Blackwell Encyclopaedia of Globalization*, Hoboken, NJ: Wiley Blackwell, pp. 615–621.

Crossref

Google Scholar

Beaverstock J. V., Hall S., and Faulconbridge J. R. (2006), 'The internationalisation of Europe's contemporary executive search industry', in Harrington J. W., and Daniels P. W. (eds.) *Knowledge-based services, internationalization and regional development*, Aldershot: Ashgate Publishing, pp. 125–152.

Google Scholar

Bidwell M., and Fernandez-Mateo I. (2008), 'Three is a crowd? Understanding triadic employment relationships', in Cappelli P. (ed.), *Employment relationships: New Models of White-collar Work*, pp. 142–178, Cambridge: Cambridge University Press.

Crossref

Google Scholar

Biglaiser G., and Friedman D. W. (1994), 'Middlemen as guarantors of quality', *International Journal of Industrial Organisation*, Vol. 12, No. 4, pp. 509–533.

Crossref

Web of Science

Google Scholar

Boyle M., Findlay A., Lelievre E., and Paddison R. (1996), 'World cities and the limits to global control: a case study of executive search firms in Europe's leading cities', *International Journal of Urban and Regional Research*, Vol. 20, No. 3, pp. 498–517.

Crossref

Web of Science

Google Scholar

Britton L. C., Clark T. A. R., and Ball D. F. (1992), 'Executive Search and Selection: Imperfect Theory or Intractable Industry?', *The Service industries Journal*, Vol. 12, No. 2, pp. 238–250.

Crossref

Google Scholar

Britton L., Doherty C., and Ball D. (1995), 'Executive search and selection in France, Germany and the UK', in *Zeitschrift fur Betriebswirtschaft*, Vol. 67, pp. 219–232.

Google Scholar

Bull C., Ornati O., and Tedeschi P. (1987), 'Search, hiring strategies, and labor market intermediaries', *Journal of Labor Economics*, Vol. 5, No. 4, pp. 1–17.

Crossref

Web of Science

Google Scholar

Coverdill J., and Finlay W. (1998), 'Fit and skill in employee selection: Insights from a study of headhunters', *Qualitative Sociology*, Vol. 21, No. 2, pp. 105–127.

Crossref

Google Scholar

Faulconbridge J., Beaverstock J. V., and Hall S. (2015), *The globalization of executive search: professional services strategy and dynamics in the contemporary world*, London: Routledge.

Google Scholar

Faulconbridge J. R., Beaverstock J. V., Hall S., and Hewitson A. (2009), 'The war for talent: unpacking the gatekeeper role of executive search firms in elite labour markets', *Geoforum*, Vol. 40, No. 5, pp. 800–808.

Crossref

Web of Science

Google Scholar

Faulconbridge J. R., Hall S. J. E., and Beaverstock J. V. (2008), 'New Insights into the internationalization of producer services: organizational strategies and spatial economies for global headhunting firms', *Environment and Planning*, Vol. 40, No. 1, pp. 210–234.

Crossref

Web of Science

Google Scholar

Finlay W., and Coverdill J. E. (2000), 'Risk, opportunism, and structural holes: How head-hunters manage clients and earn fees', *Work and Occupations*, Vol. 27, No. 3, pp. 377–405.

Crossref

Web of Science

Google Scholar

Finlay W., and Coverdill J. E. (2002), *Headhunters: Matchmaking in the Labor Market*, Ithaca, NY: ILR Press, Cornell University.

Google Scholar

Hall S., Faulconbridge J., Beaverstock J. V., and Hewitson A. (2009), 'Exploring Cultural Economies of Internationalisation: Exploring the Role of Iconic Individuals' and 'Brand Leaders' in Global Headhunting Firms', *Global Networks*, Vol. 9, No. 3, pp. 399–419.

Crossref

web of Science

Google Scholar

Hamori M. (2010), 'Who Gets Headhunted – and Who Gets Ahead: The Impact of Search Firms on Executive Careers', *Academy of Management Perspectives*, Vol. 24, No. 4, pp. 46–59.

Web of Science

Google Scholar

Hamori M., Bonet R., and Cappelli P. (2011), 'How organisations obtain the human capital they need', in Burton-Jones A., and Spender J. C. (eds.), *The Oxford Handbook of Human Capital*, Oxford: Oxford University Press, pp. 309–332.

Google Scholar

Jones S. (2005), *The Headhunting Business*, London: MacMillan.

Google Scholar

Konecki K. (1999), 'The moral aspects of headhunting: the analysis of work by executive search companies in "competition valley", *Polish Sociological Review*, Vol. 4, pp. 553–568.

Google Scholar

Michaels E., Handfield-Jones H., and Axelrod B. (2001), *The War for Talent*, Boston, MA: Harvard Business School Press.

Google Scholar

Norhia N. (1992), 'Information and search in the creation of new business ventures: The case of the 128 venture group', in Nohria N., and Eccles R. G. (eds.), *Networks and Organizations*, Boston, MA: Harvard Business School Press.

Google Scholar

Ocasio W. (1999), 'Institutionalized action and corporate governance on rules of CEO succession', *Administrative Science Quarterly*, Vol. 44, No. 2, pp. 384–416.

Crossref

Web of Science

Google Scholar

The Economist (1990), Headhunting for moneymen: in search of excellence, 6th January.

Google Scholar

Other References

Adams R. B., and Ferreira D. (2009), 'Women in the boardroom and their impact on governance and performance', *Journal of Financial Economics*, Vol. 94, No. 2, pp. 291–309.

Crossref

Web of Science

Google Scholar

Bebchuk L., and Fried J. (2004), Pay Without Performance, Cambridge, MA: Harvard University Press.

Google Scholar

Bertrand M. (2009), 'CEOs', Annual Review of Economics, Vol. 1, pp. 121–149.

Crossref

Web of Science

Google Scholar

Bertrand M., and Mullainathan S. (2001), 'Are CEOS Rewarded for Luck? The Ones Without Principals Are', *Quarterly Journal of Economics*, Vol. 116, No. 3, pp. 901–932.

Crossref

Web of Science

Google Scholar

Dechow P. M., and Sloan R. G. (1991), 'Executive incentives and the horizon problem', *Journal of Accounting and Economics*, Vol. 14, No. 1, pp. 51–89.

Crossref

Web of Science

Google Scholar

Elsaid E., Davidson W., and Wang X. (2011), 'CEO successor compensation: outside versus inside successions', *Journal of Management Governance*, Vol. 15, No. 2, pp. 187–205.

Crossref

Google Scholar

Finlay W., and Coverdill J. E. (2002), *Headhunters: Matchmaking in the Labor Market*, Ithaca, NY: ILR Press, Cornell University.

Google Scholar

Gabaix X., and Landier A. (2008), 'Why Has CEO Pay Increased So Much?', *Quarterly Journal of Economics*, Vol. 123, No. 1, pp. 49–100.

Crossref

Web of Science

Google Scholar

Garvey G. T., and Milbourn T. T. (2006), 'Asymmetric benchmarking in compensation: Executives are rewarded for good luck but not penalized for bad', *Journal of Financial Economics*, Vol. 82, No. 1, pp. 197–225.

Crossref

Web of Science

Google Scholar

Hall B. J., and Liebman J. B. (1998), 'Are CEOS Really Paid Like Bureaucrats?', *Quarterly Journal of Economics*, Vol. 113, No. 3, pp. 653–691.

Crossref

Web of Science

Google Scholar

Hogan T. D., and McPheters L. R. (1980), 'Executive Compensation: Performance versus Personal Characteristics', *Southern Economic Journal*, Vol. 64, No. 4, pp. 1060–1068.

Crossref

Google Scholar

Kesner I. F. (1988), 'Director's Characteristics and Committee Membership: An Investigation of Type, Occupation, Tenure and Gender', *The Academy of Management Journal*, Vol. 31, No. 1, pp. 66–84.

Crossref

Web of Science

Google Scholar

Khurana R. (2002), *Searching for a Corporate Savour: The Irrational Quest for Charismatic CEOs*, Princeton, NJ: Princeton University Press.

Crossref

Google Scholar

Malmendier U., and Tate G. (2009), 'Superstar CEOs', *Quarterly Journal of Economics*, Vol. 124, No. 4, pp. 1593–1638.

Crossref

Web of Science

Google Scholar

Menkes J. (2005), Executive Intelligence, New York, NY: Harper Collins.

Google Scholar

Murphy K. J. (1999), 'Executive Compensation', in Ashenfelter O., and Card D. (eds.), *Handbook of Labour Economics*, Vol. 3, Part B, chapter 38.

Google Scholar

Murphy K. J., and Zabojnik J. (2004), 'CEO Pay and Appointments: A Market-Based Explanation for Recent Trends', *American Economic Review*, Vol. 94, No. 2, pp. 192–196.

Crossref

Web of Science

Google Scholar

O'Reilly C. A. III, and Main B. G.M. (2010), 'Economic and Psychological Perspectives on CEO Compensation: A Review and Synthesis', *Industrial and Corporate Change*, Vol. 19, No. 3, pp. 675–712.

Crossref

Web of Science

Google Scholar

Seidel M. L., Polzer J. T., and Stewart K. J. (2009), 'Friends in High Places: The effects of social networks on discrimination in salary negotiations', *Administrative Science Quarterly*, Vol. 45, No. 1, pp. 1–24.

Crossref

Google Scholar

Similar articles:



Restricted access

Methods for Recruiting and Evaluating Job Candidates

Show Details V



Restricted access

<u>The Company • the Candidate: How to Grill a Search Firm</u>

Show Details V

Show Details	
<u>View More</u>	
Sage recommends:	
SAGE Knowledge Entry	
Executive Selection	
Show Details	
SAGE Knowledge Book chapter	
The Institutions of outside Hiring	
Show Details \vee	
SAGE Knowledge Book chapter	
African American1 Superintendents in Public School Districts	
Show Details \vee	
<u>View More</u>	
You currently have no access to this content. Visit the <u>access options</u> page to authenticate.	
Download PDF	

Brokered Careers: The Role of Search Firms in Managerial Career Mobility

Restricted access

Also from Sage

CQ Library	Sage Data
Elevating debate	Uncovering insight
Sage Business Cases	Sage Campus ———
Shaping futures	Unleashing potential
Sage Knowledge	Sage Research Methods
Multimedia learning resources	Supercharging research
Sage Video	Technology from Sage
Streaming knowledge	Library digital services