

Impact Factor: **3.1**

5-Year Impact Factor:

Contents

Abstract

In this article, we adopt understandings of the who are considered no aesthetics, the senses a evaluated. We identify discourses on embodied co-presence, capabilities and voice in search consultants' talk, and specify how notions of the 'ideal' executive body and embodied search practices become intertwined. We offer this contribution to the discussion on the body, gender and management and to research on executive search practice.

By clicking "Accept Non-Essential Cookies", you agree to the storing of cookies on your device to enhance site navigation, analyze site usage, and assist in our marketing efforts. [Privacy Policy](#) [Cookie Policy](#)

[Manage Cookies](#)[Accept Non-Essential Cookies](#)[Reject Non-Essential Cookies](#)

Get full access to this article

View all access and purchase options for this article.

[Get Access](#)

References

Acker J. (1990) 'Hierarchies, Jobs, Bodies: A Theory of Gendered Organizations', *Gender and Society* 4(2): 139–58.

[Crossref](#)[Web of Science](#)[Google Scholar](#)

Ahmed S. (2007) 'A Phenomenology of Whiteness', *Feminist Theory* 8(2): 149–68.

[Crossref](#)

[Google Scholar](#)

Ainamo A., Tienari J. (2002) 'The Rise and Fall of a Local Version of Management Consulting in Finland', in Kipping M., Engwall L. (eds) *Management Consulting: Emergence and Dynamics of a Knowledge Industry*, pp. 70–87. Oxford: Oxford University Press.

[Google Scholar](#)

Alvesson M., Kärreman D. (2011) 'Decolonizing Discourse: Critical Reflections on Organizational Discourse Analysis', *Human Relations* 64(9): 1121–46.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Ball K. (2005) 'Organization, Surveillance and the Body: Towards a Politics of Resistance', *Organization* 12(1): 89–108.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Bell E., King D. (2010) 'The Elephant in the Room: Critical Management Studies Conferences as a Site of Body Pedagogics', *Management Learning* 41(4): 429–42.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Bell K., McNaughton D. (2007) 'Feminism and the Invisible Fat Man', *Body and Society* 13(1): 107–31.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Bordo S. (1993) *Unbearable Weight: Feminism, Western Culture and the Body*. Berkeley, CA: University of California Press.

[Google Scholar](#)

Butler J. (1990) *Gender Trouble. Feminism and the Subversion of Identity*. London: Routledge.

[Google Scholar](#)

Butler J. (1997) *The Psychic Life of Power*. Stanford, CA: Stanford University Press

[Crossref](#)

[Google Scholar](#)

Butler J. (2004) *Undoing Gender*. New York, NY: Routledge.

[Crossref](#)

[Google Scholar](#)

Calás M. B., Smircich L. (2006) 'From the "Woman's Point of View" Ten Years Later: Towards a Feminist Organization Studies', in Clegg S. R., Hardy C., Nord W. R. (eds) *The Sage Handbook of Organization Studies*, 2nd ed., pp. 284–346. London: Sage.

[Crossref](#)

[Google Scholar](#)

Chouliaraki L., Fairclough N. (2010) 'Critical Discourse Analysis in Organizational Studies: Towards an Integrationist Methodology', *Journal of Management Studies* 47(6): 1213–18.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Classen C. (1993) *Worlds of Sense: Exploring the Sense in History and Across Cultures*. London: Routledge.

[Google Scholar](#)

Connell R.W., Wood J. (2005) 'Globalization and Business Masculinities', *Men and Masculinities* 7(4): 347–64.

[Crossref](#)

[Google Scholar](#)

Cooper R. (2009) 'The Generalized Social Body: Distance and Technology', *Organization* 17(2): 242–56.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Coverdill J. E., Finlay W. (1998) 'Fit and Skill in Employee Selection: Insights from a Study of Headhunters', *Qualitative Sociology* 21(2): 105–27.

[Crossref](#)

[Google Scholar](#)

Crossley N. (1995) 'Merleau Ponty, The Illusive Body and Carnal Sociology', *Body and Society* 1(1): 43–63.

[Crossref](#)

[Google Scholar](#)

Crossley N. (2001) *The Social Body: Habit, Identity and Desire*. London: Sage

[Crossref](#)

[Google Scholar](#)

Cunliffe A., Coupland C. (2012) 'From Hero to Villain to Hero: Making Experience Sensible Through Embodied Narrative Sensemaking', *Human Relations* 65(1): 63–88.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Dale K. (2001) *Anatomizing Embodiment and Organization Theory*. New York, NY: Palgrave.

[Crossref](#)

[Google Scholar](#)

Dale K. (2005) 'Building a Social Materiality: Spatial and Embodied Politics in Organizational Control', *Organization* 12(5): 649–78.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Doldor E., Vinnicombe S., Gaughan M., Sealy R. (2012) *Gender Diversity on Boards: The Appointment Process and the Role of Executive Search Firms*. Equality and Human Rights Commission, Research Report 85. Manchester, UK.

[Google Scholar](#)

Dreher G. F., Lee J.-Y., Clerkin T. A. (2011) 'Mobility and Cash Compensation: The Moderating Effects of Gender, Race, and Executive Search Firms', *Journal of Management* 37(3): 651–81.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Ellehave C. F. (2005) *Differences That Matter: An Analysis of Practices of Gender and Organizing in Contemporary Workplaces*. Copenhagen: Copenhagen Business School.

[Google Scholar](#)

Fairclough N. (2003) *Analysing Discourse: Textual Analysis for Social Research*. London: Longman.

[Crossref](#)

[Google Scholar](#)

Faulconbridge J. R., Beaverstock J. V., Hall S., Hewitson A. (2009) 'The "War for Talent": The Gatekeeper Role of Executive Search Firms in Elite Labour Markets', *Geoforum* 40(5): 800–8.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Finlay W., Coverdill J. E. (2000) 'Risk, Opportunism, and Structural Holes: How Headhunters Manage Clients and Earn Fees', *Work and Occupations* 27(3): 377–405.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Forseth U. (2005) 'Gendered Bodies and Boundary Setting in the Airline Industry', in Morgan D., Brandth B., Kvande E. (eds) *Gender, Bodies and Work*, pp. 47–60. Aldershot: Ashgate.

[Google Scholar](#)

Germann Moltz J. G. (2006) 'Cosmopolitan Bodies: Fit to Travel and Travelling to Fit', *Body and Society* 12(3): 1–21.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Gill R., Henwood K., McLean C. (2005) 'Body Projects and the Regulation of Normative Masculinity', *Body and Society* 11(1): 37–62.

[Crossref](#)

[Google Scholar](#)

Grosz E. (1994) *Volatile Bodies. Towards a Corporeal Feminism*. Bloomington, IN: Indiana University Press.

[Google Scholar](#)

Hamori M. (2010) 'Who Gets Headhunted–And Who Gets Ahead? The Impact of Search Firms on Executive Careers', *Academy of Management Perspectives* 24(4): 46–59.

[Web of Science](#)

[Google Scholar](#)

Hansen H., Ropo A., Sauer E. (2007) 'Aesthetic Leadership', *The Leadership Quarterly* 18(6): 544-60.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Hassard J., Holliday R., Willmott H., eds (2000) *Body and Organization*. London: Sage.

[Crossref](#)

[Google Scholar](#)

Heineck G. (2005) 'Up in the Skies? The Relationship Between Body Height and Earnings in West Germany', *Labour* 19(3): 469-89.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Hicks J., Padmakumar N., Wilderom C. P. M. (2009) 'What If We Shifted the Basis of Consulting from Knowledge to Knowing?', *Management Learning* 40(3): 289-310.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Hope A. (2011) 'The Body: A Review and a Theoretical Perspective', in Jeanes E. L., Knights D., Yancey Martin P. (eds) *Handbook of Gender, Work and Organization*, pp. 131-46. Chichester: John Wiley & Sons.

[Google Scholar](#)

Howes D. (2006) *Sensual Relations. Engaging the Senses in Culture and Social Theory*. Ann Arbor, MI: The University of Michigan Press.

[Google Scholar](#)

Ilmarinen J. (2006) *Towards a Longer Worklife! Ageing and the Quality of Worklife in the European Union*. Finnish Institute of Occupational Health. Helsinki: Ministry of Social Affairs and Health.

[Google Scholar](#)

Julkunen R., Pärnänen A. (2005) *Uusi ikäsopimus* [The New Age Deal]. SoPhi 100. Jyväskylä, Finland: Jyväskylän yliopisto.

[Google Scholar](#)

Jyrkinen M., McKie L. (2012) 'Gender, Age and Ageism: Experiences of Women Managers in Finland and Scotland. *Work, Employment and Society* 26(1): 61-77.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Kemiläinen A. (1998) *Finns in the Shadow of the 'Aryans'. Race Theories and Racism*. Helsinki: Suomen Historiallinen Seura.

[Google Scholar](#)

Kenny K., Bell E. (2011) 'Representing the Successful Managerial Body', in Jeanes E. L., Knights D., Yancey Martin P. (eds) *Handbook of Gender, Work and Organization*, pp. 163–76. Chichester: John Wiley & Sons.

[Google Scholar](#)

Kerfoot D., Knights D. (1993) 'Management, Manipulation and Masculinity: From Paternalism to Corporate Strategy in Financial Services', *Journal of Management Studies* 30(4): 659–77.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

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

[Crossref](#)

[Google Scholar](#)

Koivunen N., Wennes G. (2011) 'Show Us the Sound! Aesthetic Leadership of Symphony Orchestra Conductors', *Leadership* 7(1): 51–71.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Korvajärvi P. (2002) 'Gender-Neutral Gender and Denial of Difference', in Czarniawska B., Höpfl H. (eds) *Casting the Other. The Production and Maintenance of Inequalities in Work Organizations*, pp. 119–37. London: Routledge.

[Google Scholar](#)

Kotiranta A., Kovalainen A., Rouvinen P. (2007) *Naisten johtamat yritykset ja kannattavuus* [Profitability of Companies Managed by Women]. EVA Analyysi No 3. Helsinki: EVA.

[Google Scholar](#)

Longhurst R. (2001) *Bodies: Exploring Fluid Boundaries*. London: Routledge.

[Crossref](#)

[Google Scholar](#)

Mauss M. (1973) 'Techniques of the Body', *Economy and Society* 2(1): 70–85.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Meriläinen S., Tienari J., Katila S., Benschop Y. (2009) 'Diversity Management versus Gender Equality: The Finnish Case', *Canadian Journal of Administrative Sciences* 26(3): 230–43.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Michel A. (2011) 'Transcending Socialization: A Nine-Year Ethnography of the Body's Role in Organizational Control and Knowledge Workers' Transformation', *Administrative Science Quarterly* 56(3): 325–68.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Persico N., Posteleweite A., Silverman D. (2004) 'The Effect of Adolescent Experience on Labor Market Outcomes: The Case of Height', *Journal of Political Economy* 112(5): 1019–53.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Ropo A., Sauer E. (2008) 'Corporeal Leaders', in Barry D., Hansen H. (eds) *The Sage Handbook of New Approaches in Management and Organization*, pp. 469–78. London: Sage.

[Crossref](#)

[Google Scholar](#)

Sarlio-Lähteenkorva S., Silventoinen K., Lahelma E. (2004) 'Relative Weight and Income at Different Levels of Socio-Economic Status', *American Journal of Public Health* 94(3): 468–72.

[Crossref](#)

[PubMed](#)

[Web of Science](#)

[Google Scholar](#)

Sinclair A. (2011) 'Leading With Body', in Jeanes E. L., Knights D., Yancey Martin P. (eds) *Handbook of Gender, Work and Organization*, pp. 117–30. Chichester: John Wiley and Sons.

[Google Scholar](#)

Slutskaya N., De Cock C. (2008) 'The Body Dances: Carnival Dance and Organization', *Organization* 15(6): 851–68.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Strati A. (1992) 'Aesthetic Understanding of Organizational Life', *Academy of Management Review* 17(3): 568–81.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Strati A. (2007) 'Sensible Knowledge and Practice-based Learning', *Management Learning* 38(1): 61–77.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Styhre A. (2004) 'The (Re)embodied Organization: Four Perspectives on the Body in Organizations', *Human Resource Development International* 7(1): 101–16.

[Crossref](#)

[Google Scholar](#)

Thanem T. (2009) "'There is No Limit to How Much You Can Consume": The New Public Health and the Struggle to Manage Healthy Bodies', *Culture and Organization* 15(1): 59–74.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Tienari J., Meriläinen S., Holgersson C., Bendl R. (2013) 'And Then There Are None: On the Exclusion of Women in Processes of Executive Search', *Gender in Management: An International Journal* 28(1): 43–62.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Trethewey A. (1999) 'Disciplined Bodies: Women's Embodied Identities at Work', *Organization Studies* 20(3): 423–50.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Trux M.-L. (2010) *No Zoo: Ethnic Civility and Its Cultural Regulation Among the Staff of a Finnish High-tech Company*. Acta Universitatis Oeconomicae Helsingiensis A-358. Helsinki: Aalto University School of Economics.

[Google Scholar](#)

Vaara E., Risberg A., Söderberg A.-M., Tienari J. (2003) 'Nation Talk: Reconstructing National Stereotypes in a Merging Multinational', in Söderberg A.-M., Vaara E. (eds) *Merging Across Borders: People, Cultures and Politics*, pp. 61–86. Copenhagen: Copenhagen Business School Press.

[Google Scholar](#)

Valtonen A. (2013) 'Height Matters. Practicing Consumer Agency, Gender, and Body Politics', *Consumption Markets and Culture* 16(2): 196–221.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Valtonen A., Markuksela V., Moisander J. (2010) 'Doing Sensory Ethnography in Consumer Research', *International Journal of Consumer Studies* 34(4): 75–85.

[Web of Science](#)

[Google Scholar](#)

Valtonen A., Veijola S. (2011) 'Sleep in Tourism', *Annals of Tourism Research* 38(1): 175–92.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Veijola S., Valtonen A. (2007) 'Body in Tourism Industry', in Pritchard A., Morgan N., Atelejevic I., Harris C. (eds) *Tourism and Gender. Embodiment, Sensuality and Experience*, pp. 13–31. Oxfordshire: Cabi.

[Crossref](#)

[Google Scholar](#)

Vuorela U. (2009) 'Colonial Complicity: The "Postcolonial" in a Nordic Context', in Keskinen S., Tuori S., Irni S., Mulinari D. (eds) *Complying with Colonialism. Gender, Race and Ethnicity in the Nordic Region*, pp. 19–34. Farnham: Ashgate.

[Google Scholar](#)

WEF (2011) *World Economic Forum 2011 Global Gender Gap Report*. Retrieved from <http://www.weforum.org/issues/global-gender-gap>

[Google Scholar](#)

Witz A., Warhurst C., Nickson D. (2003) 'The Labour of Aesthetics and the Aesthetics of Organization', *Organization* 10(1): 33–54.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Yakhlef A. (2010) 'The Corporeality of Practice-based Learning', *Organization Studies* 31(4): 409–30.

[Crossref](#)

[Web of Science](#)

[Google Scholar](#)

Biographies

Susan Meriläinen is Professor of Management at the University of Lapland. Her research has focused on gendering practices of organizations, and more recently on the role of bodies and bodily practices as a medium through which cultural norms and values are acquired and put to use in organizations. Her work has appeared in journals such as *Gender, Work and Organization*, *Journal of Management Inquiry*, *Organization*, *Canadian Journal of Administrative Sciences* and *Scandinavian Journal of Management*. Address: University of Lapland, PO Box 122, FI-96101 Rovaniemi, Finland.

Janne Tienari is Professor of Organizations and Management at Aalto University, School of Business, Finland. He also works as Guest Professor at Stockholm University, School of Business, Sweden. Tienari's research and teaching interests include gender and diversity, managing multinational corporations, strategy work and cross-cultural management and communication. His latest passion is to understand management, new generations and the future. He has published in journals such as *Organization*, *Organization Science*, *Organization Studies*, *Academy of Management Review*, *Journal of Management Studies*, *Human Relations* and

British Journal of Management. Address: Aalto University School of Business, PO Box 21230, FI-00076, Aalto, Finland.

Anu Valtonen is Professor of Marketing at the University of Lapland. She received her PhD from Helsinki School of Economics. Her research centres around cultural and critical theories and methodologies in marketing and consumption, and her most recent projects deal with the body, senses and sleep in organizations and markets. She has published in *Annals of Tourism, Journal of Material Culture, Tourist Studies, Consumption, Markets and Culture* and *International Journal of Consumer Studies*. Address: University of Lapland, PO Box 122, FI-96101 Rovaniemi, Finland.

Similar articles:



Restricted access

[Executive search as ethnosociality: A cross-cultural comparison](#)

Show Details ▾



Restricted access

[Gaining Access to the Superintendency: Headhunting, Gender, and Color](#)

Show Details ▾



Restricted access

[Book Review: Headhunters: Matchmaking in the Labor Market](#)

Show Details ▾

[View More](#)

Sage recommends:

SAGE Knowledge

Whole book

[Understanding Organizations Through Language](#)

Show Details ▾

SAGE Knowledge

Book chapter

[The Institutions of outside Hiring](#)

Show Details ▾

[View More](#)

You currently have no access to this content. Visit the [access options](#) page to authenticate.

[View full text](#) | [Download PDF](#)

Also from Sage

CQ Library

Elevating debate

Sage Data

Uncovering insight

Sage Business Cases

Shaping futures

Sage Campus

Unleashing potential

Sage Knowledge

Multimedia learning resources

Sage Research Methods

Supercharging research

Sage Video

Streaming knowledge

Technology from Sage

Library digital services