

Closer  
Deeper  
Higher  
Further

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# The Mark of Search Excellence



**Journey with Us**



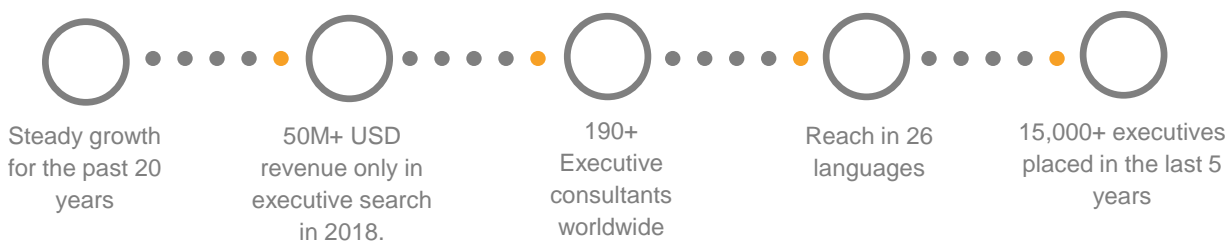
## OVERVIEW

Industrial companies have been greatly affected by accelerated ongoing changes in globalization, growing significance of new markets, increased trade volumes, worldwide sourcing activities and the rapid development of new technologies. Organizations are moving towards becoming truly international by having established sales, service, production and engineering facilities across the globe. These multi-national organizations offer tremendous challenges in managing complex structures and in finding, recruiting and retaining top talents globally.

**INAC** is an international network of more than 32 independent executive search firms who are exceptional at what they do. For over 25 years, our members have been fulfilling clients' recruitment needs through unrivalled local expertise, global reach and highly personalized and professional support. All of our members share a dedication to delivering service excellence and developing long-term, strategic client partnerships.

Our member firms meet regularly to share their expertise, enhance best practices and collaborate closely to deliver successful searches. For new members, we conduct a profound evaluation of the firm's values, reputation and experience in their local markets to ensure search excellence all over the globe.

Our members work locally and globally, cooperating across borders with other member teams. The client's lead INAC consultant is constantly and closely involved, carefully coordinating each retained search assignment.





# Leadership Team & Global Meetings

## MANAGEMENT BOARD



**Rui Borges**  
President

Country: Portugal



**Jon E. Gordon**  
Advisory Board

Country: USA



**Illana Erasmus**  
Advisory Board

Country: South Africa



**Esteban Calvente**  
Advisory Board

Country: Argentina



**Victoria Baselga**  
Advisory Board

Country: Spain

## ANNUAL GLOBAL MEETINGS

All **INAC** members are committed to developing long-term, strategic customer relationships and ensuring maximum customer satisfaction. In regular European and global meetings, all members share and exchange best practices, set up innovative projects and strengthen collaborations and trust.

PARIS MIAMI JOHANNESBURG MADRID LIMA DUBAI STOCKHOLM  
BUKAREST MEXICO CITY ISTANBUL DELHI THE HAGUE LIMA OSLO  
**DÜSSELDORF** SYDNEY MILAN ATHENS BUENOS AIRES

# Grünewald Consulting GmbH

INAC Partner Germany



“Thinking Future - Creating Excellence”



**Lothar Grünewald**

Managing Director of Grünewald Consulting GmbH

## Overview

Competence, experience and trust are crucial success factors for an efficient consultation. In the global war for talents it is more important than ever to have the right partner by your side.

## About us

The customers' requirements and the candidates' desires are always the focus of our efforts. Every team member of Grünewald Consulting is highly motivated and best qualified to exceed your expectations.

High professionalism, commitment as well as a dash of creativity are the factors of success for solving even difficult assignments for you.

To ensure this, the professional development of our consultants remains high on the agenda. Optimizing existing knowledge and gaining new expertise is fundamental to us. Since Grünewald Consulting operates in various industries, Competence Centers have also been formed for the respective sectors to be able to find suitable solutions for you even faster.

## Contact



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[www.en.gruenewald-consulting.de](http://www.en.gruenewald-consulting.de)

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# Social Responsibility & Values

Each member of our global organization is an independent firm, yet we are all united by a common mindset, based upon a commitment to collaboration, transparency, integrity and excellence. We seek to exceed client expectations by providing responsive, adaptive and lasting solutions worldwide.

## Setting the standard for our clients

### LOYALTY

We consider ourselves a part of our client's top talent management team.

### CONFIDENTIALITY

Confidentiality is of utmost importance to our client partnership. We abide by strict procedures to ensure sensitive information is handled correctly.

### INTEGRITY

We are committed to completing every project comprehensively, in a timely manner and to the highest quality standards.

### COMMUNICATION

We provide our clients with clear and regular, written and verbal progress reports throughout our search assignments.

### PROFESSIONALISM

We provide our clients with solutions that fulfill the highest standards with regards to competency, attention to detail and quality of service.

## Setting the standard for candidates

### PARALLEL IMPORTANCE

Our candidates are as important to us as are our clients. We respect our candidates' time and interests by providing in-depth and accurate information throughout the recruitment process.

### EQUAL OPPORTUNITIES

Candidates are evaluated with objectivity and fairness, regardless of race, culture, age or gender. We actively support and encourage diversity in all aspects of the business community.

### CONFIDENTIALITY

We guarantee candidates absolute discretion in terms of their sensitive information. Their authorization is always required prior to member firms conducting reference and background checks.

### FEEDBACK

Candidates are regularly informed of the progress of each assignment.

### RESPECT FOR YOUR TIME

We ensure that candidates are treated with the utmost respect and that the process is effective, organized and focused.



# Deeper

**INAC** member firms respond efficiently and effectively to a client's individual needs. Their dynamic approach, underpinned by seasoned industry expertise, ensures that search assignments are completed rapidly and successfully. Going deeper also means desire. We want to dive into what's hidden, and take it to our clients.

## DIVING DEEP FOR YOUR SUCCESS

We help you find the best people, build successful teams, and generate value for shareholders through excellence. We find exceptional leaders who are in tune with the culture of your organization and create added value. We go beyond what people expect from us, to guarantee client needs. More than diving deep, we dive together in order to find and apply the right solution.

## TOP TO BOTTOM KNOWLEDGE

Every assignment with us guarantees an intensive and structured personal discussion with you and every potential candidate we carry out. Our candidate dossiers include not only the CV and references, but also our precise and authentic interview evaluation, always including our own development recommendations. We gather different kinds of knowledge to be prepared for a wide range of requests.

## HOW WE FIND TREASURE

Unfortunately, there is no universal formula on how to find the best people for your organization. Nevertheless, we are eager to serve all possible channels: direct approach, social media, advertisements, events, databases, talent pools etc. Through years and years of experience we know how and where to appeal to potential employees. We go disruptive, to bring innovation and tailor-made solutions to our clients. We see that as the best recipe for success.

A large iceberg floats in a calm, blue sea. The top part of the iceberg, which is visible above the water, is relatively small and smooth. The much larger part of the iceberg is submerged below the water, showing a complex, jagged, and textured structure. In the background, there are snow-capped mountains under a clear blue sky. The text 'Executive Search' is written in white, sans-serif font across the middle of the image, positioned over the submerged part of the iceberg.

# Executive Search

Executive Search in an international environment is our primary service.

Internationalization has two major challenges: To strengthen the global market presence of your company as well as winning international specialists and executives for your headquarters.

## YOUR EXTERNAL GATEWAY

The tandem approach – The Key Account Manager (Grünewald Consulting) ensures the quality of the search and selection process according to your company's individual requirements (competence profile and cultural fitting). The local **INAC** partner on site guarantees a professional and transparent search process based on its market knowledge and search expertise.

## YOUR INTERNAL GATEWAY

Based on our international network, your company gains access to the best executives and talents worldwide. Grünewald Consulting supports you during the recruitment and selection process of talents from European and non-European countries for your headquarters.

## PROCESS

### POSITION DESCRIPTION

Understanding context and client culture – position's scope and profile – compensation – target market

### THE SEARCH

Active hunting – INAC's proprietary database – networking

### CANDIDATE EVALUATION

Confidential, in-person interviews – skill reviews – professional references and credit checks

### CANDIDATE PRESENTATION

Three-to-four candidates to be presented within an average of three weeks' time

### INTERVIEWS AND NEGOTIATIONS

Assistance with the entire process from client interviews to contact negotiations and offer

### ONBOARDING

Continuing communication with the client and the placed candidate to evaluate his/her performance

# More Services

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Executive Assessment



Succession Planning



Talent Mapping



Coaching & Onboarding



Organizational  
Development



Interim Management





ARGENTINA AUSTRALIA BAHRAIN BELGIUM  
BRAZIL CHILE COLOMBIA CYPRUS DENMARK  
ECUADOR FINLAND FRANCE **GERMANY** GREECE  
INDIA ITALY KUWAIT MEXICO NETHERLANDS  
OMAN PERU PORTUGAL QATAR SAUDI ARABIA  
SERBIA SLOVENIA SOUTH AFRICA SPAIN SWEDEN  
UNITED STATES UNITED ARAB EMIRATES

INAC members operate in 32 countries. You are never far away from a local expert who will work closely with you.

Visit our website and have a look at our locations, partners and consultants and find out about the local expertise in nearly every region worldwide. **Click here.**

We are continuously growing as a network lives from its members who have different experiences from different regions. Therefore, it is important for us to build an even larger partner network in order to offer you – our customers and candidates – an even better service.



## RESEARCH    INSIGHTS    NEWS

In times of rapidly changing environments HRM has an important role. Today's organizations are facing environmental, organizational and individual challenges.

Environmental challenges refer to forces external to the company that are legally beyond managements' control but influence the organizational performance. Important environmental challenges today are globalization, legislation, technology, evolving work and family roles, skill shortage and the rise of the service sector.

Organizational challenges refer to concerns that are internal. These issues include decentralization, downsizing, organizational restructuring and culture as well as self-managed work teams and outsourcing.

Human resource issues at the individual level address concerns that are most pertinent to decisions involving specific employees. These issues almost always reflect what is happening in larger organizations. How individuals are treated also is likely to have an effect on organizational issues. Therefore, the individual issues include matching people and organization, ethics and social responsibility, productivity, empowerment, brain drain and job insecurity.

**INAC** will provide you with regular updates regarding above mentioned topics and what will effect HRM in the upcoming future.

Follow us on social media and receive all relevant information and updates that are important for you and your organization.





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