

Godliman Partners

Executive Search Process

What Makes Us Different?

- **Expertise:** Because we already have a map of the market, 90% of our research effort is directed at qualifying potential candidates;
- **Qualitative Assessment:** We are able rapidly to produce a Long List of potential candidates, and we then speak to a wide range of market sources to obtain qualitative assessments of the strengths and weaknesses so as to either confirm them as candidates or exclude them;
- **Resource:** We are the largest Asset Management Search practice in Europe, with 20 professional recruiters, comprising 4 Consultants, supported by a team of 10 Researchers, 6 Associates and an office manager. This allows us to assemble substantial project teams to undertake complex searches;
- **Reputation:** Godliman has gone to great lengths to systematically cultivate a network of friendly market contacts, who are willing to act as sources (or informants) across the asset management landscape;
- **Ambassadors:** We represent our clients not candidates;

Our Knowledge of the Market

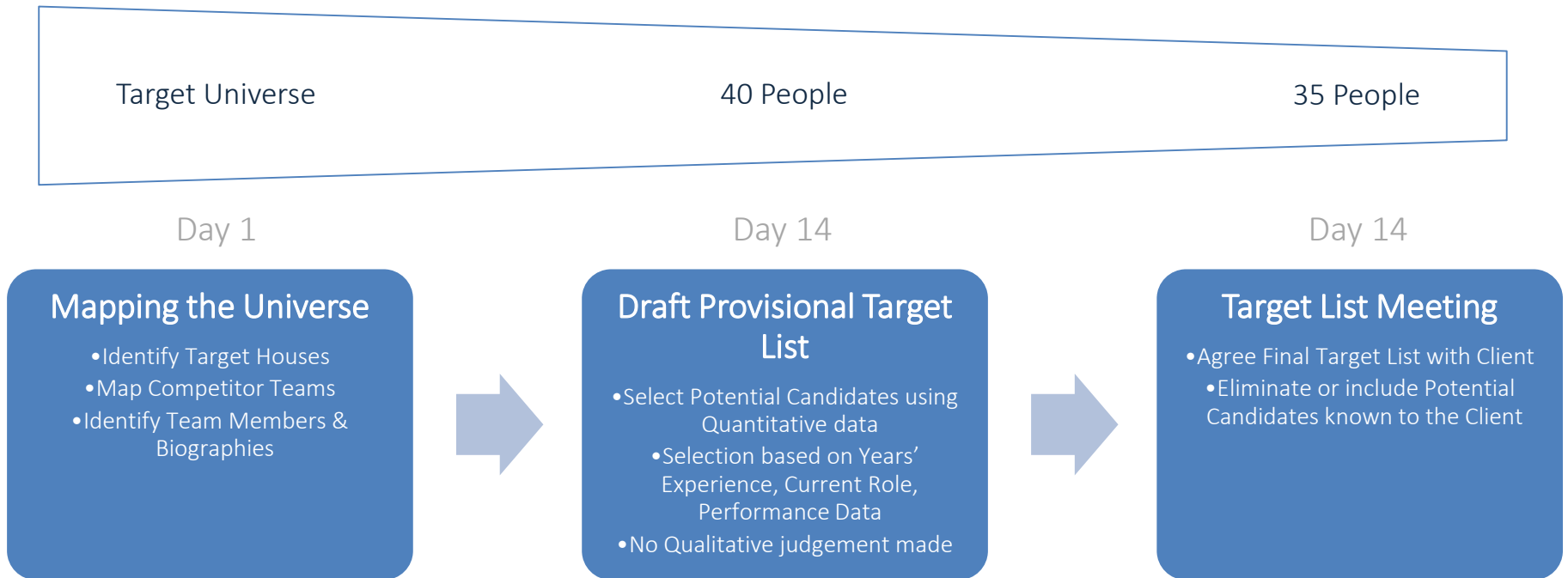
- Godliman differs from other Search firms in that we aim to give Clients a fully transparent service. This means that we share the *full* Research Universe/market map, not just a target list of potential candidates, or short list (*See Appendix 1*);
- Our knowledge base contains details on over 65,000 people in the Global Asset Management sector. Our track record spans over 18 years.
- Our Knowledge of and track record in the Institutional Distribution arena includes Consultant Relations, Direct Sales, Institutional Wholesale/ FIG & Insurance Sales and Client Relationship Managers across the entire EMEA region. We execute searches locally so will place consultants “on the ground” to interview our short list candidates.
- In Fixed Income we already have a comprehensive map of all Research teams, Portfolio Managers and Team Heads in a number of asset classes such as; Global Macro, Emerging Market Debt, High Yield Credit & Loans, Investment Grade Credit, Extended Credit Rates, and Multi-Sector/Total Return.
- We also have in-depth market maps of global Multi-Asset and Equity markets (Global, GEMs, European and UK).

Our Core Skills and Capabilities

- We have conducted multiple searches in highly competitive areas of the market, usually regarded as business critical and varying from single individuals to teams;

- From our experience in the market, key criteria for a successful search have been:
 - Understanding the culture of the client;
 - Clearly defining the key stakeholders in the hiring process, and their priorities;
 - Establishing a comprehensive knowledge of the team we are hiring for and matching candidates to the team;
 - Having a broad focus of the market and, if necessary, a global coverage;
 - The ability to target candidates from less visible teams where salaries are less inflated;
 - A focus on the less obvious, qualitative personality characteristics which will determine the candidates' ability to influence and be additive to the investment process or sales effort;
 - Understanding the key drivers behind candidates' motivation and decision-making when considering an offer of employment.

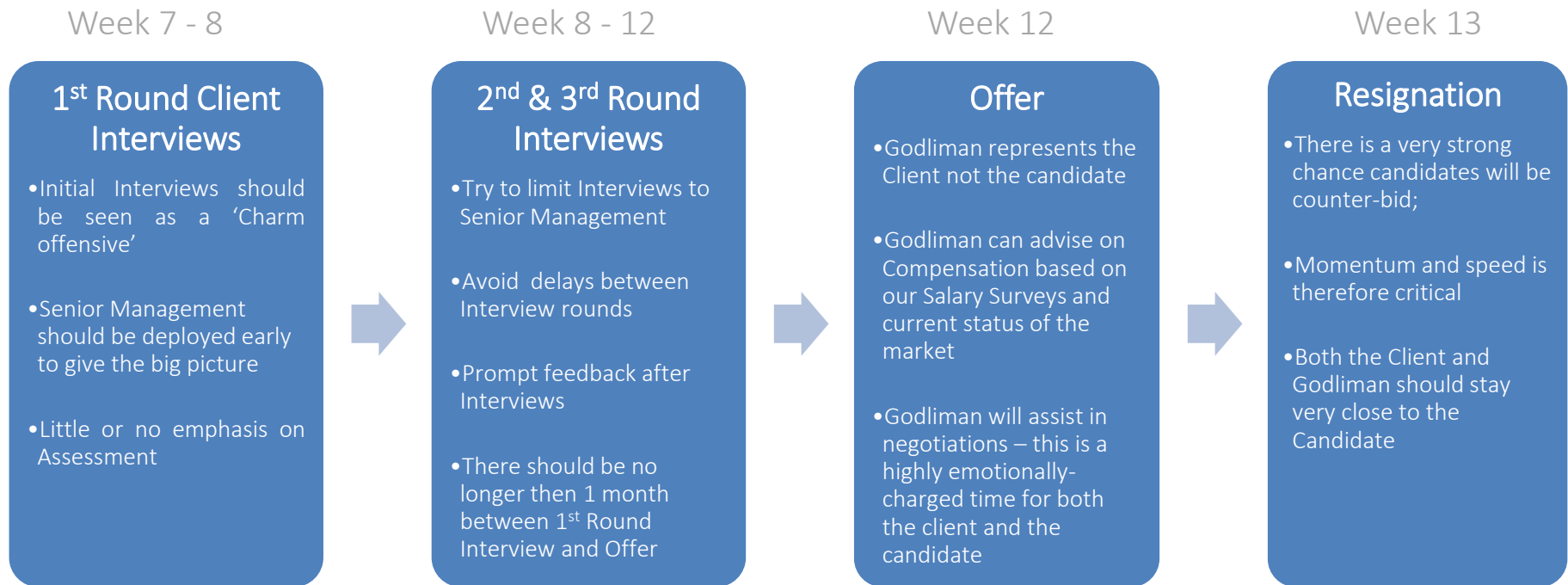
Godliman Process – Stage 1: Quantitative Research



Godliman Process – Stage 2: Approaches & Qualitative Assessment



Godliman Process – Stage 3: Client Interviews & Closing



Evaluating Candidates

When assessing candidates, we focus on establishing two types of criteria:

Quantitative:

- Track record;
- Level of experience;
- Market focus/regional coverage;
- Language skills;
- Academic background.

Qualitative:

- Working nature (team-orientated or autonomous);
- Depth and strength of professional ability;
- Situational vs Real behaviour;
- Preferred behaviours:
 - Dominant vs Accepting;
 - Sociable vs Analytical;
 - Relaxed vs Driving;
 - Compliant vs Independent;
- Overall cultural fit (based on the specifics of the client).

Our Contact Details



Rupert Reed

Rupert leads Godliman's Acquisition and Team Lift-out business. He also leads on investment C-Suite roles (i.e.. CIOs), and covers senior Fixed Income and Multi-Asset Investors. Rupert founded Godliman in 2000, and is a Senior Partner.

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Edward Walton

Edward leads Godliman's searches for Emerging Markets roles, focusing on Fixed Income and Equities. He also leads Godliman's efforts in the US markets.

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Stuart Chilvers

Stuart leads Godliman's Searches non-investment C-Suite roles (i.e.. CEOs, COOs), as well as senior Distribution roles. Stuart works closely with Rupert on Team Lift-outs and Acquisitions.

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James Smith

James leads Godliman's searches for Continental-based Distribution roles, including the Nordic Region, Benelux, Central Europe and Southern Europe. He also covers Investing roles in Fixed Income and Multi-Asset.

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