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Aleksanterinkatu is a natural working environment for Antti Heinonen, who has over 20 years of experience from managing duties at the banking and financial industries, e.g from the treasury, currency and capital markets. Heinonen started as a executive search consultant at JFP Executive Search in spring 2011.

Executive search strengthens on the financial street



DURING HIS LONG CAREER, Antti Heinonen created unequalled networks among financial leaders and experts both in Finland and internationally. Heinonen's CV is a cross-section of the near history of Finnish banking and financing: the Bank of Finland, Kansallis Finance Ltd, Postipankki, Merita Pankkiiriliike Oy, OKO and Pohjola Bank. Before settling into his career path in banking and financing, Heinonen received a Master's Degree in Economics from the University of Helsinki.

Work with new challenges has always started well.

– My social networks have remained the same, but my perspective is different. Now I can help old friends develop the organisation and find new interesting challenges. It is motivating to notice that you can help and solve problems.

Heinonen explains that executive search is used surprisingly often in the sphere of Finnish banking. He believes that the use will increase also in the future, because executive search is a cost-efficient and quick way of recruiting experts. This development is boosted by the banking sector's internationalisation, as large companies are used to utilising this kind of expert services.

Experienced professionals

When Heinonen has changed jobs, the decision has always been influenced by the fact that a familiar and dependable person has worked at the new organisation. The same logic applies to moving to work at JFP. He already knew **Jussi Holopainen** and **Erkki Arvola**, and after meeting with the whole crew, the executive search business started to feel like a positive challenge.

– The strength of JFP lies in the people, who are all experienced professionals. We certainly don't have any natural-born consultants here, but everyone here has a strong business background. When you understand business and the company's strategy, it is easier to find the right people who produce added value to the client.



– *Organisations are fundamentally social, so the person has to fit the existing corporate culture, says Antti Heinonen.*

Experience, enthusiasm and achievements

The Research team combines experience and new enthusiasm, which help to carry the JFP Executive Search headhunting all the way. Team leader Tuija Oinonen draws work inspiration from success.

IN THE BEGINNING OF APRIL, Tuija Oinonen celebrated her tenth anniversary working at JFP. She estimates that during that time, executive search has become significantly more popular and that customers know how to utilise its strengths.

– In addition to top management, more experts are needed at the middle level of the organisation. All in all, an increasingly large number of people change their job through executive search.

According to Oinonen, executive search methods have developed and the processes have become more streamlined. Recent phenomena such as the social media – especially the social networking site LinkedIn, designed for professionals – have made networking more efficient.

– Despite the technological development, nothing replaces personal relations and networks. Finding suitable experts is primarily grass-roots work.



– The research team has been reinforced with experience and expertise, Tuija Oinonen explains.

At the core of the corporate world

Oinonen enjoys her job, because through it she can stay up to date with events at the Finnish business world. Through her strong experience Oinonen is able to quickly see how the executive search process should be carried out.

– The Research Team has been reinforced with experience and expertise: in particular, our expertise on the ICT and Life Science sectors is more extensive than before.

– Diverse backgrounds are the strength of our team. Due to new people coming in, the group has enthusiasm and the joy of learning that complements the existing experience.

Success is an important source of inspiration and the driving force for researchers. According to Oinonen, the best moment at work is when the client and the chosen person are both happy with the end result of the executive search process.

What kind of tips would you give to a person who is contacted by an executive search agency?

– The contact usually comes as a surprise to the person. Despite all the hurry, the contact gives the person the possibility to stop for a moment and think about one's career. This is why it is good to treat it with an open and positive attitude, says Oinonen. ●

➤ Heinonen has developed the organisation in many companies successfully. Is there a difference between recruiting for yourself and recruiting for someone else?

– I seek people for clients the same way as I do for myself. A former superior of mine stated that I always recruit the right people. Because I have built my own organisations well, I can also help others.

Personality is what counts

Personality is the most important thing that Heinonen assesses in the recruiting process. Organisations are fundamentally social, so the person has to fit the existing corporate culture. The second most important criterion is expertise.

– When a person is in the right place, he is happier and produces better results. My motto is that even Wayne Gretzky can be traded off the team if he doesn't fit the package.

Heinonen characterises his own leadership as value leadership. When you create the values, the vision and the strategy which everyone shares, the organisation will automatically function properly.

– I see myself as a kind of an agent in the background, who makes operating toward a goal possible. I lead from among the troops, because Finns cannot be led from the front or the back line. ●

Water power

Already at 8 years of age, **Antti Heinonen** announced that he was going to get a spinning rod and his own boat. This wasn't just big words. Now the berth for the sailing boat is in Hanko, where the family's summer house and secondary home is located. Heinonen is a member of the local yacht club HSF and the chairman of board of Itämeren Portti Oy. He is a member of board at the Finnish Pike Association (SHS) and is a certified fishing guide and fly-fishing trainer. Moreover, Heinonen instructs and assists customers of Hanko Diving operating in Hanko.

Jerk bait fishing of pike has been Heinonen's favourite hobby, and the biggest pike he has caught to date weighed 14.34 kilos. Heinonen also works as the host of website focusing on the fishing of salmon and trout, www.salmonfever.fi, and tunes fishing reels.

– You meet different people in fishing, but fishing is also meditative. When you're at sea, you don't think about anything else but catching fish. If you think about other things, you won't catch the big ones.

Water has always been a fascinating element for Heinonen. Why?

– I used to like lakes, but along with getting into sailing, the sea has become more important. It is freeing to know that when you're at sea, you can go anywhere. At the lake, there's always the shore to stop you.

Heinonen also loves wreck diving.

– Diving is a purifying experience. Below the surface, it is necessary to simply focus on the moment and staying alive. I have dived a lot and I know that if something goes wrong, I can control the situation.

American football is one sport that has totally captivated Heinonen. His trophy case contains three Finnish Championships and one European Team Championship. Along with his active career, Heinonen has worked as a referee on the field and been active at the national federation.

–When you have once played American football, nothing else will do. The sport does not have any room to go it alone, success is based on teamwork. The end result is determined by how the coach plays the game. American football is chess played on grass. ●

Executive search finds the key people

Leadership is practical work and communication for *vuorineuvos* Maarit Toivanen-Koivisto, who is the Managing Director and Chairman of Board at Onvest Group. She counts on executive search when recruiting key personnel.

LEADERSHIP

A good leader is determined, demanding, fair, clear and concrete. In addition to these fundamental qualities, the leader must be able to manage people and get them to work toward the right goal.

Some leadership skills are innate, some you learn through experiences in the working life. Educational background is useful to some extent, but no-one can be ready leader straight from school.

Each company has their own corporate culture. It steers a person into a certain direction, so one's career greatly influences what kind of an organisation the person fits. Working at Onninen requires an ability to get along with all kinds of people, as the customers range from senior industrialists to small entrepreneurs.

A FAMILY BUSINESS

Leadership to me is practical work based on communication. I act in a co-operative manner that is honest and straightforward. Solutions are made and implemented together.

A family business is different than a listed company, and the managing director who is not part of the family must value the ownership base. The decision-making process is short: when a problem is discovered, the required decisions are made quickly.

On the contrary, the decision-making processes at a listed company are longer. The managing director may operate quite independently and introduce some matters to be handled by the board. The board consists of board professionals, and the opinions of the owners are heard primarily at general meetings.

EXECUTIVE SEARCH

We utilise executive search for the recruitment of top management and key persons, and it has worked well in these cases. First, we go through the job profile carefully with the consultant. Mapping the starting point is important, so that the consultant can optimise the search and look for the right types of experts.

The duration of the executive search process should be as short as possible, and ultimately there is the requirement for a sufficient number of candidates. Also, receiving thorough background information on the candidates helps finding the right person for the job.

COOPERATION

A headhunter is a great facilitator: he gives information to the candidates about the job and chooses the right candidates for the company to advance to the interviews. When the consultant knows the company well, he can assess, whether the person is a suitable employee or not.

We have been cooperating with JFP Executive Search for five years, during which we have made several successful hunts. JFP

Trust produces results

The working processes and operating modes of an executive search agency have to be of high quality, but even more important is the mutual trust between the client and the consultant. This is what **Matti Kaskeala**, consultant and partner responsible for Onvest at JFP Executive Search, believes.

– Cooperation with **Maarit Toivanen-Koivisto** and HR Manager **Ulla Rehnström** is unreserved, based on mutual trust and carried out highly professionally.



– A family business is different than a listed company, thus the managing director who is not part of the family must value the ownership base, *Maarit Toivanen-Koivisto explains.*

consultant **Matti Kaskeala** knows from experience who is suitable for us and who is not. Their researcher is also good. JFP has an extensive pool of experts from which suitable people are sought.

EMPLOYMENT MARKET

There are experts available at the employment market, and bottlenecks are usually related to certain points in time. There has been a shortage of ICT industry experts. We have found good people

through executive search, mostly experts such as a Human Resources Manager and Lawyer, and on the other hand, also a Managing Director.

Onninen is a distinguished employer and many of those who have worked at us have gone far with their careers. Both at Onninen and at the whole Onvest Group, everyone can personally influence how vast or limited one's range of duties will become. In this sense working with us is relatively free. •

Kaskeala notes that the values of Onninen – working together, respecting the individual and striving constant improvement – are visible in everyday work and set the guidelines to what kind of people he wants to recruit to the company. According to Kaskeala, finding qualified managers who can adapt to the culture of family businesses can be a challenging process.

– Executive search at it best goes beyond any routine search for experts and is based on discussions concerning the company strategy, long-term plans and future challenges in developing the organisation. •

Sweden

Michaëla Blomquist, Michaël Berglund Executive Search AB

From the viewpoint of executive search, the Nordic countries form a unified area where top experts move around. The IIC Partners network has four very strong agencies in the Nordic countries, which makes customised cross-border executive searches possible. The network of independent agencies has a strong interest in producing successful results, and it employs committed consultants, who emphasise quality.

Over one hundred thousand jobs were lost at the Swedish employment market in 2009. Since 2010, the private sector has grown extensively and the need for work force on the public sector has been steady. These employment market trends are also visible in the recruiting business, where currently almost all fields of industry have recovered. There is strong demand for executive search services.

Company profile: Founded in 1985, Michaël Berglund Executive Search is among the leading executive search agencies in Sweden. The company recruits people to management and board, as well as expert positions. The company also carries out assessment of management and board work.

Nordic cooperation develops

The international network of executive search agencies, the IIC Partners network, is closely cooperating at Nordic level. Agencies in Sweden, Norway and Denmark talk about the benefits of the network and the situation at the employment market.

Norway

Ole Petter Melleby, ISCO Group

ISCO Group is one of the founders of the IIC Partners network. Being a member of the network allows us to serve better our customers abroad, for instance if a Norwegian company needs experts in Finland or Singapore. It is always great to meet colleagues from other Nordic countries, as it gives you inspiration and expands your personal views.

In some aspects, the Nordic countries form a unified employment market. However, we experience that particularly the Norwegian and Swedish labor markets are closely linked. A while ago, we were searching board members for Norway's leading bank and received great candidates from Finland, Sweden and Denmark.

Norway's economy is oil-based, and the world market price of oil is high. Interest rates are low and unemployment rate is approximately three percent and declining. These factors send strong growth impulses to employment market and therefore the competition for talent is fierce.

Company profile: ISCO Group is the leading executive search company in Norway. Since the company's founding in 1982, it has successfully searched experts for management duties on various industries. The company is specialised in executive search and it offers analyses and solutions for the challenges resulting from changing markets.

Denmark

Henrik Brabrand, HUMAN CAPITAL GROUP A/S

The Nordic region is a key driver within the IIC Partners network.

The co-operation with the partner companies enables us to carry out high quality cross-border executive searches for our international clients. Moreover, it allows for a platform for sharing information on clients, executive search processes and tools. Naturally, discussions with top colleagues offer insight on the industry's modes of operation. Last year we worked with several Nordic assignments within the life science, consumer & retail and financial services sectors.

Our business is rapidly growing. In 2010, our turnover grew approximately 20 percent, and during the 1st quarter of 2011, it has increased by 10 percent compared to the previous year. The future prospects on the industry are good and investment activity across the industry sectors have increased significantly. The situation on the employment market is improving, even though the unemployment rate is not expected to change until the end of 2011.

Company profile: Human Capital Group A/S is a top-5 executive search company offering executive search and management assessing services on selected lines of businesses, both on management and expert level. The expertise, methods and processes of the company founded in 2003 are based on more than 50 years of experience in the industry.

AT YOUR SERVICE



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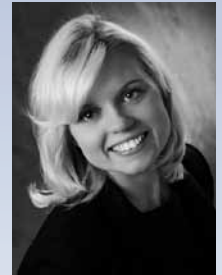
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