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THE NEXT INAC GENERAL ASSEMBLY, IN NEW DELHI, INDIA, WILL ADDRESS THE CHALLENGES AND OPPORTUNITIES OF DOING BUSINESS IN THE ASIA AND PACIFIC REGION.

THE ASIA AND PACIFIC REGION WILL BE THE FOCUS OF INAC'S EXPANSION STRATEGY FOR 2012.

THE NEXT BI-ANNUAL INAC GLOBAL MEETING, IN NEW DELHI, INDIA, 12 - 14 NOVEMBER 2011, WILL BE INAC'S 40<sup>TH</sup> GLOBAL MEETING!

INAC - Executive Search Worldwide is one of the World's first and most innovative Associations of independent search and selection practices. Its global network of selection firms is committed to providing immediate recruitment advice and assistance wherever in the World it is needed.

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## 39<sup>TH</sup> INAC GLOBAL BI-ANNUAL MEETING IN ISTANBUL, TURKEY



INAC- Executive Search Worldwide held its bi-annual Global Partner's meeting from 21 to 23 of May in Istanbul, Turkey. We had a pleasure to host over 40 members coming from all over the world. During the meeting our focus was on very interesting topic "Bridging The Talent Gap" – Turkey Gateway to the East" where great guests shared with us their experience and opinion about this issue.

The panel discussion showed us very interesting conclusions such as:

**Mr. Norbert Klein, CEO of BSH** stressed that BSH tries to keep their business local. In his opinion Turkish employees could be more flexible and efficient when compared to expats who would experience problems in reorienting to CIS markets. He said that sourcing executives to relocate to difficult geographies was becoming harder in Turkey, compared to 10 years ago.

**Mr. Onno Kervers, Dutch Consul General** thinks that well-experienced and highly educated Turks living in The Netherlands, who he identifies as Dutch/Turks, would help Dutch companies operating in Turkey to run their business better, because they can understand each other relatively better. These Dutch/Turks would serve in key positions for Dutch firms operation's in the region. He also added that the investment flows from the Netherlands to new or existing geographies, is in accord with the migration of these executives from The Netherlands. "The Netherlands is a net exporter of executives to Turkey and to the East".

**Mr. Selim Siper, CEO of Ipragaz SHV** warned the audience about the growing cultural and social gap between the 30 and 50 year old generations, and concluded that the 20 year old generation today will have a different set of communication skills and cultural/social approach to conducting business in 20 year's time. He said that there will be a need for "business culture translators or transformers" to adjust and align the misfits in communication and social skills. He also added that today, Turkish executives are much more prepared to take uncertain political and economic risks in new or different geographies, with a greater deal of success, than their counterparts in the EU.

**Mr. Mustafa Gurtin, Board Member of Finansbank** shared his own multicultural experience and the problems he faced at the Black Sea Trade & Development Bank, where he acted as the CEO for four years. Merging different cultures to create harmony and this speeding up the decision making process, he recommended hybrid solutions to proactively overcome issues, rather than wait and only act on issues as they surface. "If an organisation does not have a binding implicit culture, as is the case with the newly established organisations, executives with different business cultures and with different sets of social skills, will create continuous friction and conflict of interest."

**Mr. Nolwenn Allano CEO of Gras Savoye Willis**, stated that the true multinational companies must have true multinational representation. Otherwise, it becomes hard for that multinational to do easy business in new or different geographies compared to Europe. Speaking for himself, Nolwenn Allano said that; "adaptability, both from a business and a culture point of view, is essential for executive success."

The conclusion of the meeting shows that executives of multinational companies operating in Turkey prefer hiring local people with multinational work experience. The second very important conclusion is that both headhunters and companies will have to start thinking globally and act locally. Moreover - headhunters should now be more focused on searching for global talent willing to migrate from one geography to another. "The cultural transformation challenge is there and is waiting for us to overcome it in the next decade."