



GLOBAL
100



DEAL
ADVISORY
2024 EDITION



WILKINSON
PARTNERS
—
TALENT CONSULTING



TALENT CONSULTING

UNDERSTANDING THE MARKET

“

In today's dynamic and competitive business landscape, organisations face a myriad of challenges in attracting, retaining, and developing top talent. Wilkinson Partners 'Talent Consulting' has emerged as a strategic solution to address these complex workforce needs.

TOM WILKINSON
Managing Partner



CONTENTS

INTRODUCTION

Meet Wilkinson Partners	02
Foreword	03

GLOBAL

Global Overview	04
Global Survey Analysis	08

REGIONS

North America Overview	14
North America Profiles	24
UK Overview	26
UK Profiles	36
EMEA Overview	38
EMEA Profiles	48
Asia Pacific Overview	50
Asia Pacific Profiles	60

CLOSING

Navigating New Leadership	62
Our Publications	64

WHO WE ARE

We're an award-winning executive search firm that works closely with clients and candidates who want long-term expert support and intelligent advice underpinned by market-leading data.

For over a decade, we've built our business by pursuing excellence across three market verticals: professional services, alternative investments and portfolio companies.

Relationships lie at the heart of everything we do, so we take the time to understand clients' businesses, teams, culture and aspirations, and candidates' careers and ambitions for the future. Armed with this knowledge, we shape careers and grow businesses.

MEET THE PARTNER TEAM



TOM
WILKINSON



VIVIENNE
MACHADO



WILL
COLLINS



GEORGE
REILLY



JAMES
CHANNER

Hiring the right leaders can be a daunting task, one that requires a deep understanding of the skills and experience needed to achieve both short and long-term goals. At the same time, it's crucial to attract, retain, and develop future leaders while managing day-to-day operations. That's why our clients trust our Partner team for their most important hires.

Our expertise and research is what truly sets us apart. We have analysed 1,300 Partner moves and offer unparalleled insight and a global understanding of the Partner market. Our unique data-driven approach, combined with an extensive network, allows us to identify the right Partners for your office openings, team moves, and strategic hires, worldwide.

We take pride in our ability to deliver results that exceed our clients' expectations and we help to hire the best leaders to complement teams and advance their businesses. Whether you are a firm looking to grow or a Partner looking to move, we would love to hear from you.

“

A recruitment partner whose interests are aligned with ours and who genuinely wants to see our firm succeed”

Partner, Big 4 firm



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FOREWORD

I am thrilled to present the second edition of our Deal Advisory Global 100 report, following the success of last year's inaugural release.



This year's report reveals some unanticipated findings within the realm of Partners' remuneration: on average Partners received a notable 42% uplift upon joining their new firms, demonstrating that firms are incredibly committed to secure the best talent and further highlights the importance of hiring leaders who will accelerate a firm's growth.

When analysing gender dynamics further, the global statistics for diversity of hires has positively improved. This is due to a transformative shift in hiring practices in the UK and US, but primarily in the UK, where 33% of hires were female. Such insights underscore the importance of diversity and inclusion initiatives within the sector.

Despite a higher percentage of male Partner hires, our survey results demonstrate that the average female salary surpassed that of their male counterparts - a testament to the evolving landscape within Deal Advisory. This is a notable finding in our research and defies historical trends for compensation.

Finally, I extend my gratitude to all who have contributed to the Global 100, both within Wilkinson Partners and beyond. Your dedication and expertise have been instrumental in shaping this report into a trusted resource worldwide. Wilkinson Partners is proud to continue its commitment to foster diversity, drive innovation, and help you navigate the evolving landscape of Deal Advisory with diligence and foresight.

A handwritten signature in white ink, appearing to read 'G. Shakeshaft', with a stylized, cursive script.

Gabrielle Shakeshaft
Partner

GLOBAL OVERVIEW

METHODOLOGY

The Wilkinson Partners Global 100 report is a comprehensive analysis of the most impactful lateral Partner moves across key regions including the US, UK, EMEA, and Asia Pacific. To compile this report, we meticulously evaluated lateral Partner transitions and identified the Top 100 moves that significantly shaped the industry landscape.

Qualification Criteria

Partners considered for inclusion in this report were those hired into prestigious firm classifications, ensuring a diverse representation of industry leaders. These include:

1. Big 4: PwC, EY, Deloitte, and KPMG
2. MBB (McKinsey, BCG, Bain & Co)
3. Consulting & Advisory: Consulting and advisory firms such as AlixPartners, A&M, FTI Consulting
4. Top 10 Accounting Firms: Such as BDO, Grant Thornton

Skill Sets Covered

The report encompasses lateral Partner moves specialising in key skill sets that are pivotal in today's business landscape:

1. Deal Strategy & Transformation
2. M&A (Mergers & Acquisitions) & Debt Advisory
3. Restructuring & Turnaround
4. Transaction Services
5. Valuations

SPECIALISM

COMMENTARY

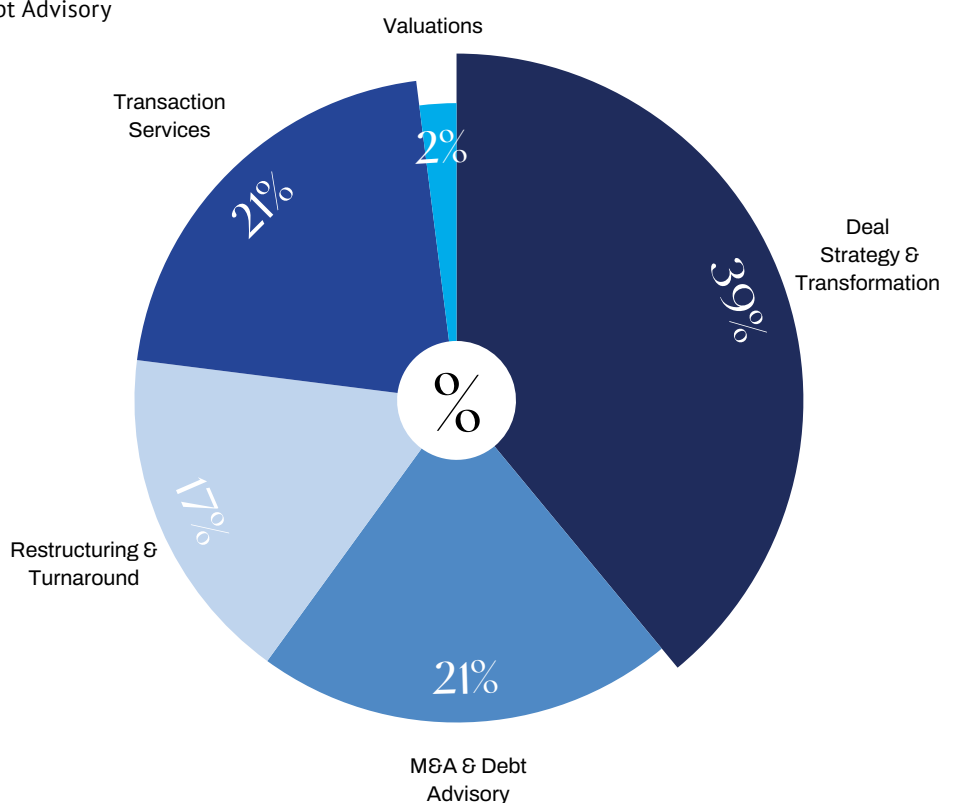
With 39% of the overall share, our research shows that Deal Strategy & Transformation is the leading specialism of Partners, as it was in 2022 (with 36%). In fact, the majority of Partners who moved have similar specialisms to the year before. The percentages for each specialism are largely similar too, the exception being Deal Analytics, which has dropped from 8% to zero.

The primary destinations for Partners are Big 4 Firms at 50% (a reduction from 59%) and Consulting & Advisory Firms (unchanged at 33%).

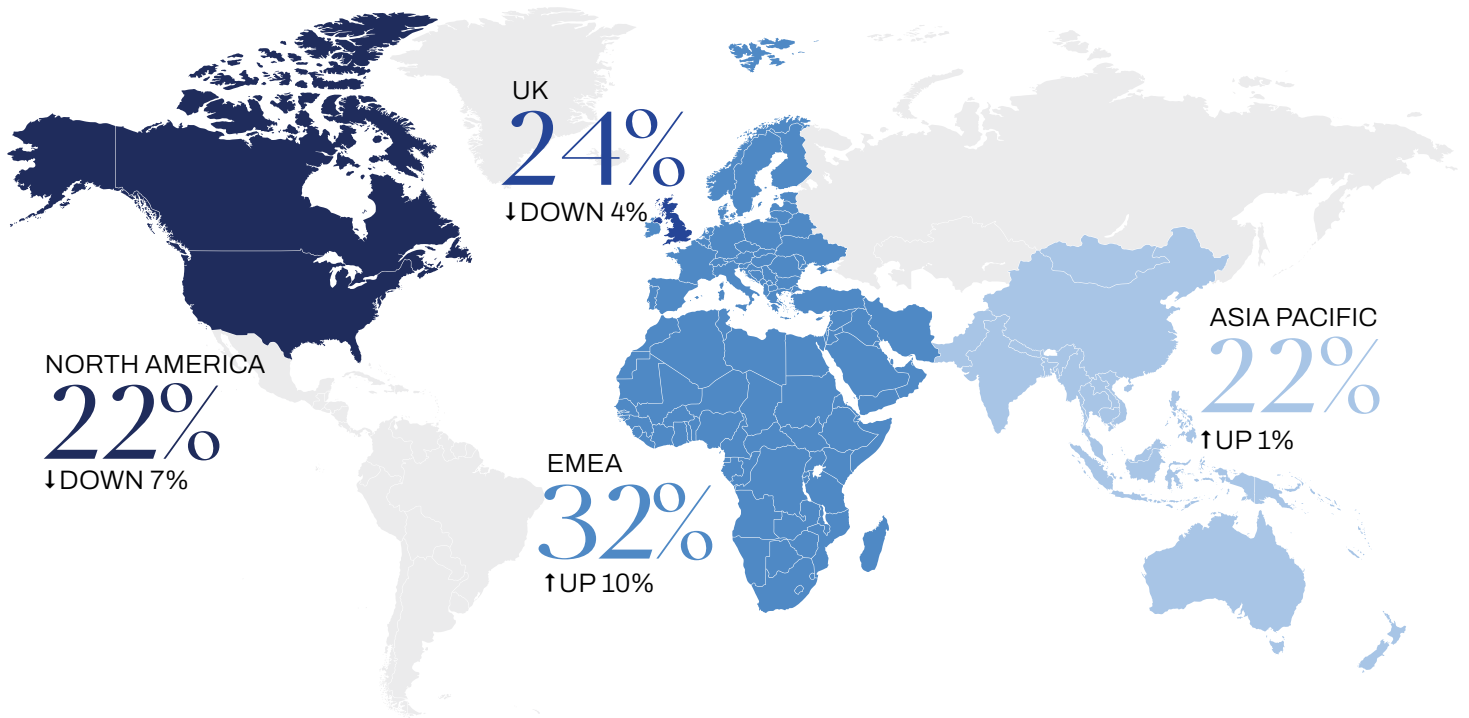
A new data set featured in this year's edition examines whether movers have a Private Equity focus and interestingly 73% do.

The number of promotions into partnership has changed little since last year, showing a marginal fall from 58% to 56%.

In encouraging news, gender diversity has risen substantially in the same period, from 8% to 17% globally. In particular it is worth noting that female Partner hires in the UK help to move the needle on this statistic.



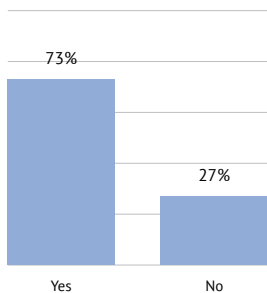
LOCATION OF HIRE



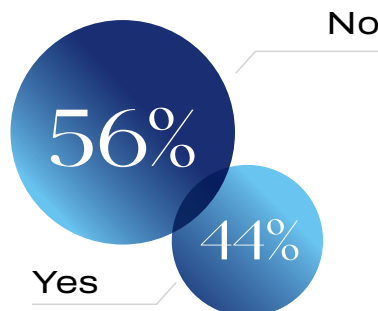
TYPE OF FIRM



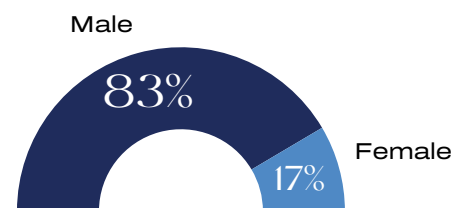
PRIVATE EQUITY



PROMOTION



GENDER

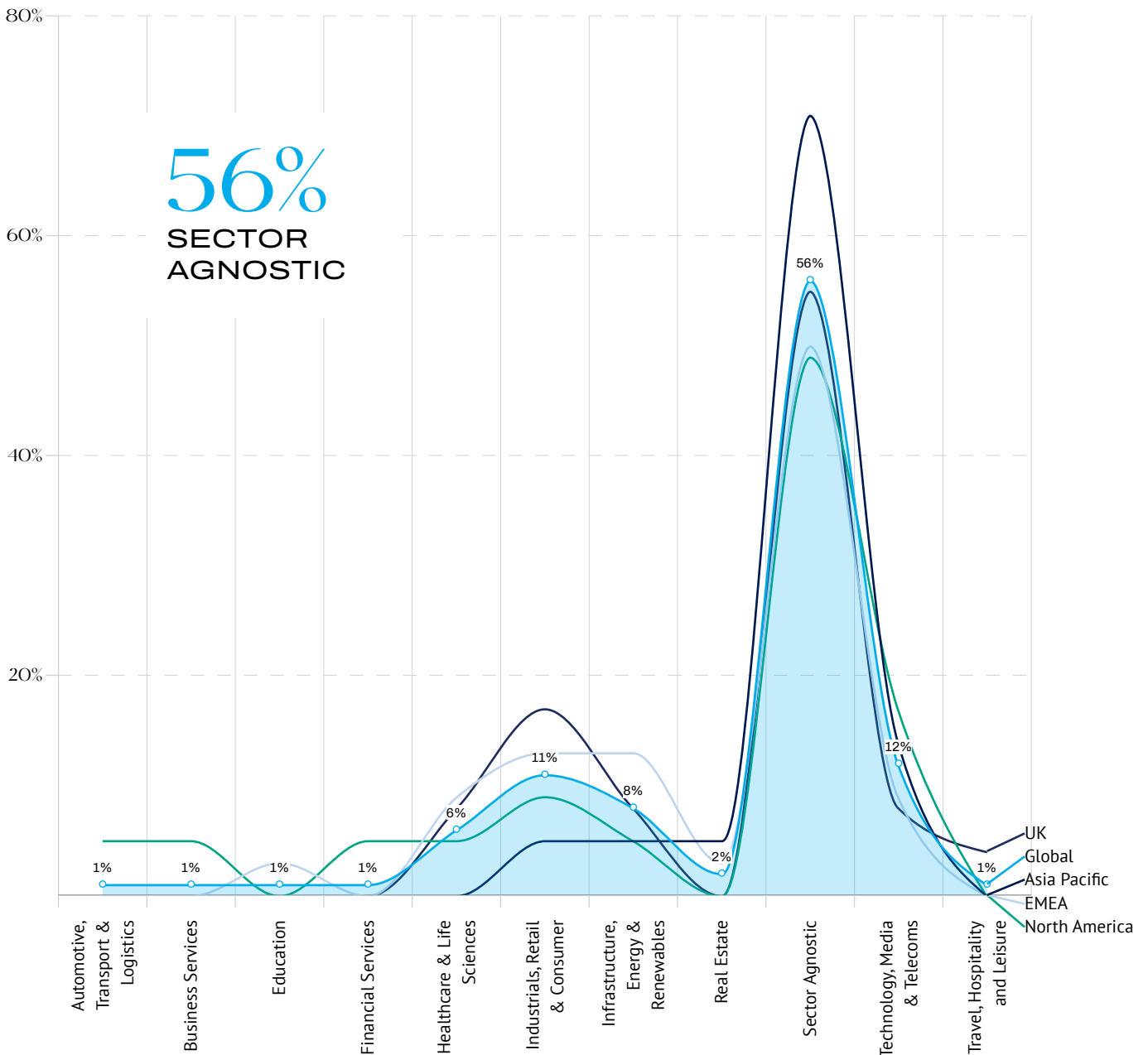


GLOBAL OVERVIEW

MARKET FOCUS (GLOBAL VS REGIONS)

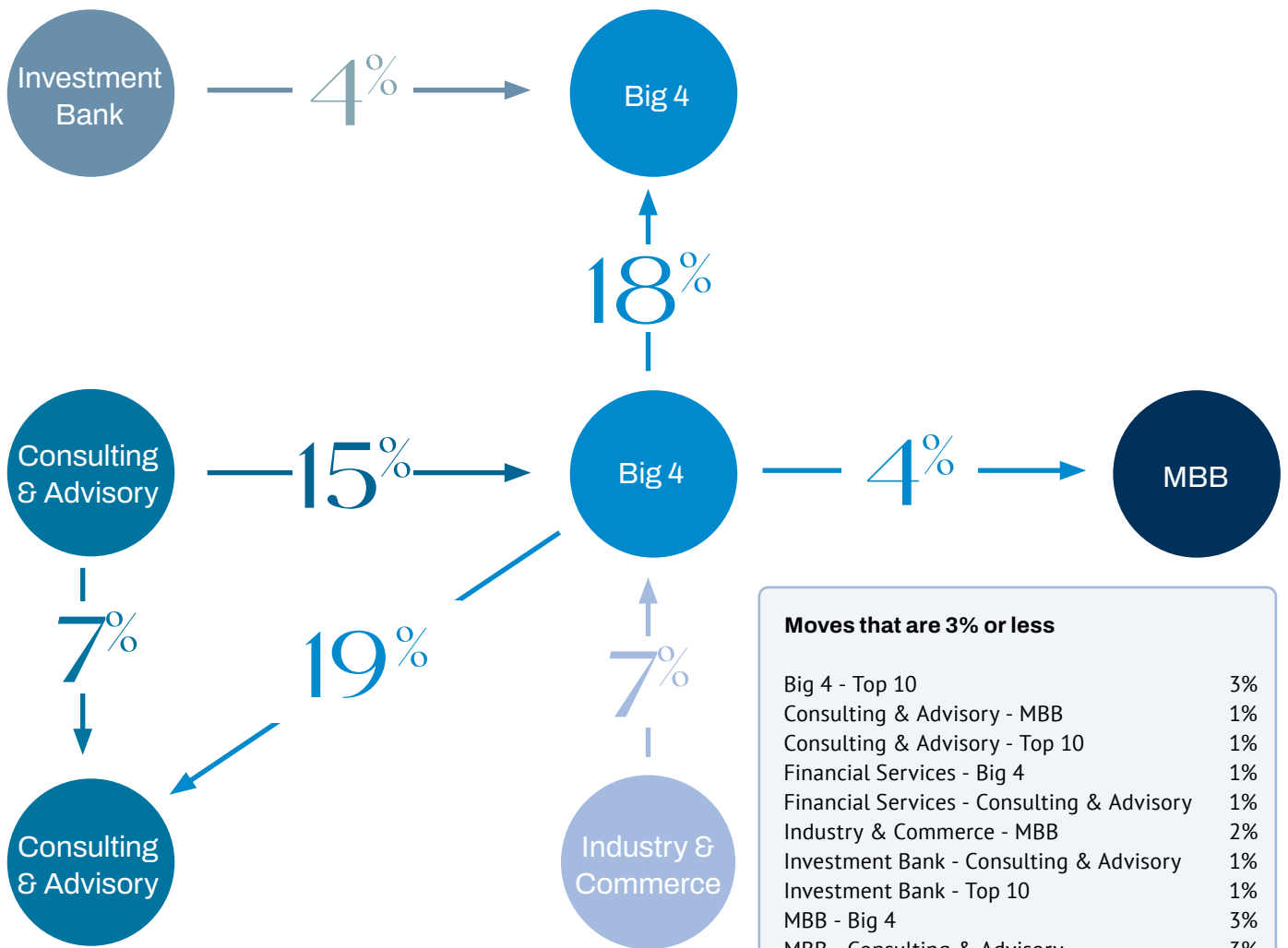
Half of the Partners who moved in 2022 were Sector Agnostic. That has now risen slightly to a majority of 56%. Broadly speaking, the share of Sector Agnostic Partners in all regions is much like last year. The 12% figure for second-placed Technology, Media & Telecoms is 8% less than before, while at 11%, Industrials, Retail & Consumer has more than doubled from the 5% recorded previously.

● UK ● North America ● EMEA ● Asia Pacific ● Global



TYPE OF MOVE

In all, we recorded 23 types of move, compared with 17 the year before. The most popular was Big 4 Firms to Consulting & Advisory Firms, comprising 19% of Partners' moves. Close behind at 18% were moves between Big 4 Firms, which previously made up a quarter of the total. Also notable is the 15% of moves from Consulting & Advisory Firms to the Big 4.



Moves that are 3% or less

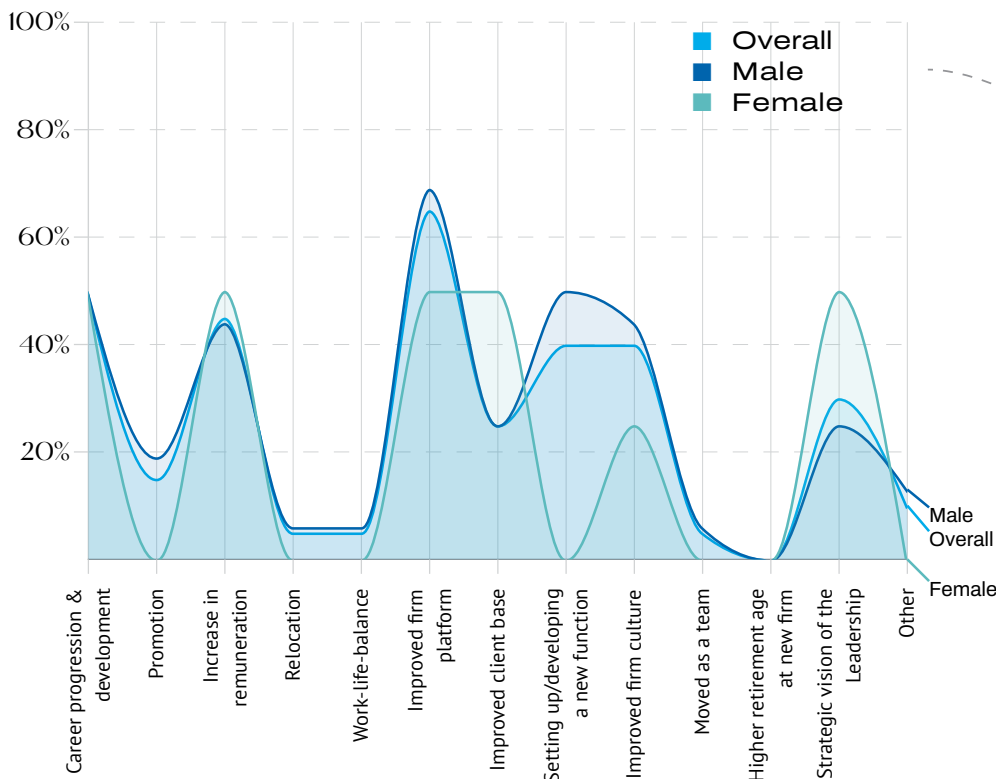
Big 4 - Top 10	3%
Consulting & Advisory - MBB	1%
Consulting & Advisory - Top 10	1%
Financial Services - Big 4	1%
Financial Services - Consulting & Advisory	1%
Industry & Commerce - MBB	2%
Investment Bank - Consulting & Advisory	1%
Investment Bank - Top 10	1%
MBB - Big 4	3%
MBB - Consulting & Advisory	3%
MBB - MBB	3%
Private Equity - Big 4	1%
Private Equity - Consulting & Advisory	1%
Private Equity - Top 10	1%
Top 10 - Big 4	2%
Top 10 - Consulting & Advisory	1%

GLOBAL SURVEY ANALYSIS

METHODOLOGY

Our survey was sent to the 100 Partners profiled in this report. Their responses give North America a privileged insight into the catalysts and motivations for each move.

MOTIVATION TO MOVE

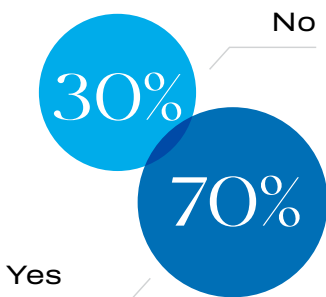


EXECUTIVE COACH?

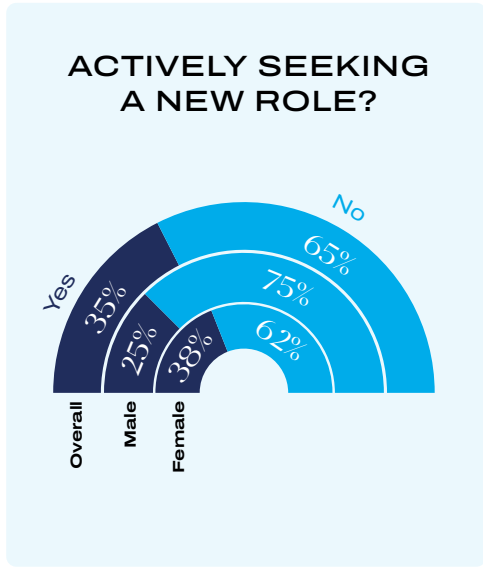
Has an executive coach supported you through the transition into your new role?

Yes 65% **No 35%**

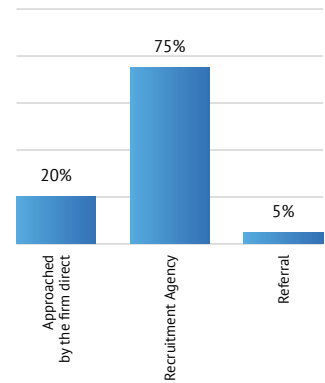
HELD TO CONTRACTUAL NOTICE PERIOD



ACTIVELY SEEKING A NEW ROLE?

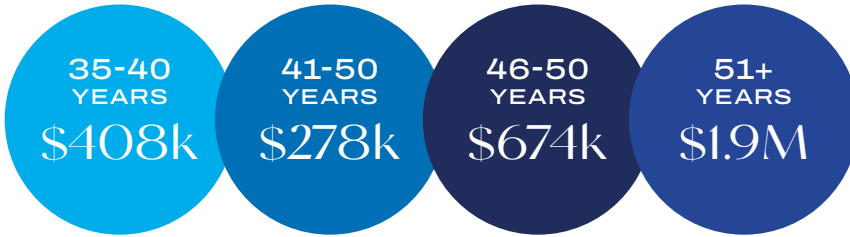


HOW DID YOUR MOVE OCCUR?



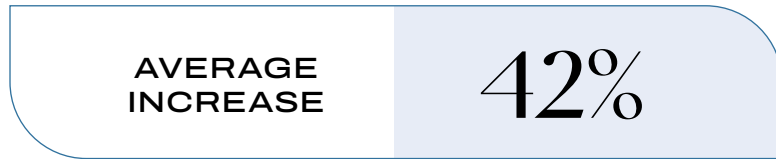
AVERAGE COMPENSATION

BY AGE



BY FIRM TYPE

Big 4, Accounting Firm	\$919,503
Consulting/Advisory Firm	\$1,260,980
MBB, Strategy/Consulting Firm	\$802,577
Non-Big 4, Accounting Firm	\$179,476



COMPENSATION RANGE

HIGHEST
\$3,157,204

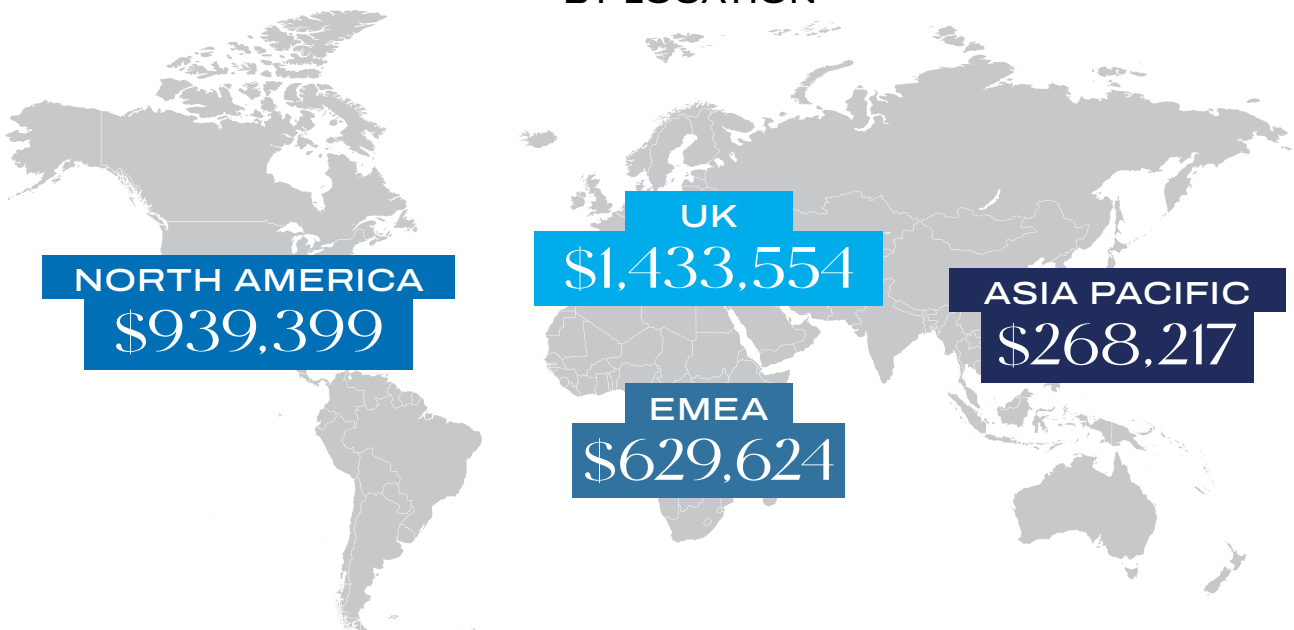
AVERAGE FEMALE
\$1,624,094

AVERAGE
\$944,005

AVERAGE MALE
\$846,849

LOWEST
\$179,476

BY LOCATION



All monetary values shown throughout this publication have been converted into North AmericaD. All salary data we have collected is only relevant to those who chose to disclose this information.

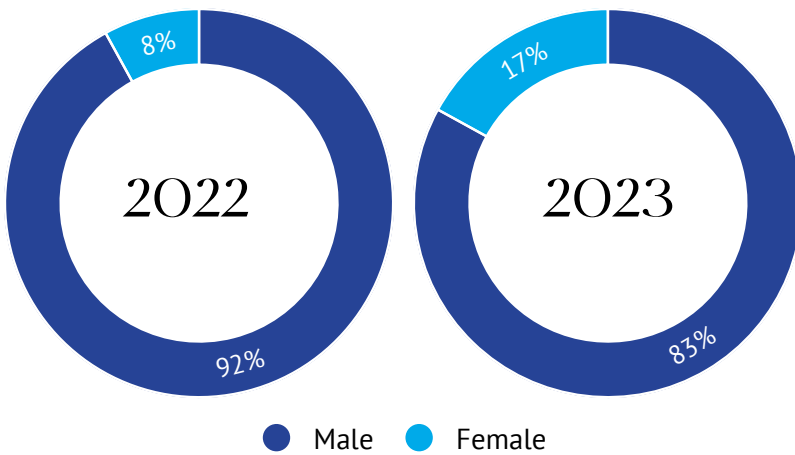
YEAR-ON-YEAR GLOBAL ANALYSIS

From an admittedly low baseline in 2022, gender diversity worldwide has more than doubled, this is a notable progression for an industry that has typically been male dominated.

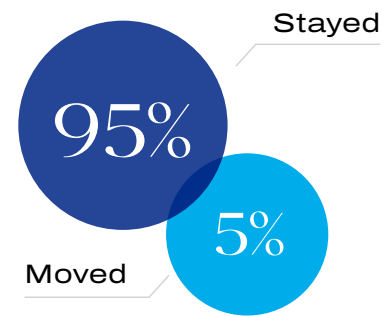
The EMEA region takes the lead on the hiring of the top 100 Partners, being the home to 32% of the cohort. Promotions to partnership, meanwhile, have changed from a majority to a minority occurrence. However in comparison with our other Global 100 reports, 44% of Partners receiving promotions sits considerably above the global averages when looking at the Tax and Legal markets.

We have recategorised the type of firms in our study to allow MBB firms to stand alone for the first time, hence why this data will reflect as 0% in the year on year comparisons throughout.

GENDER

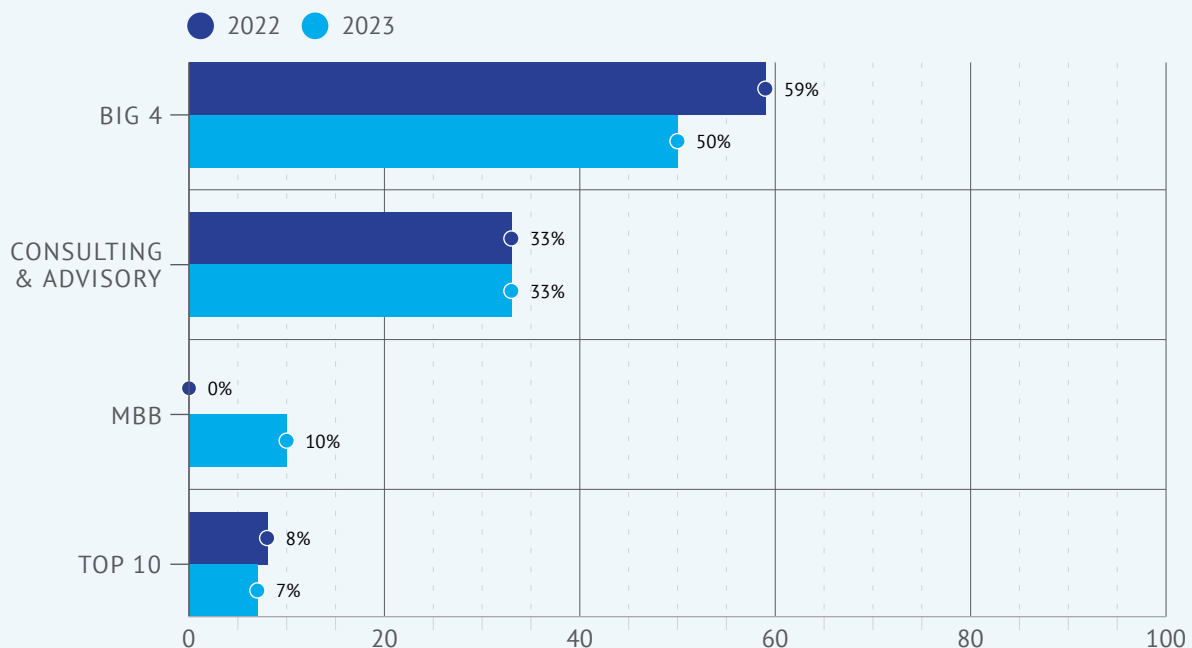


RETENTION RATE 2022

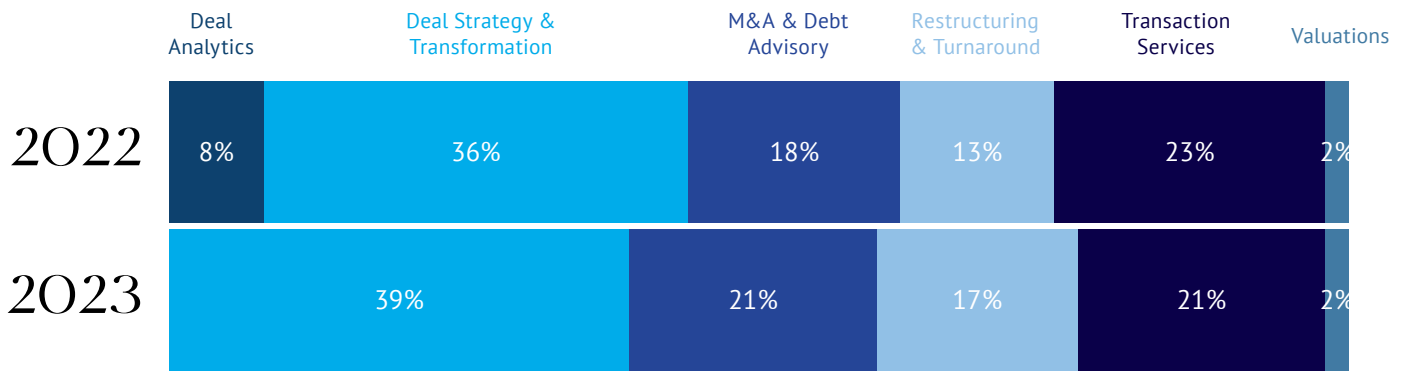


The retention rate has been tracked for the first 12 months post hire.

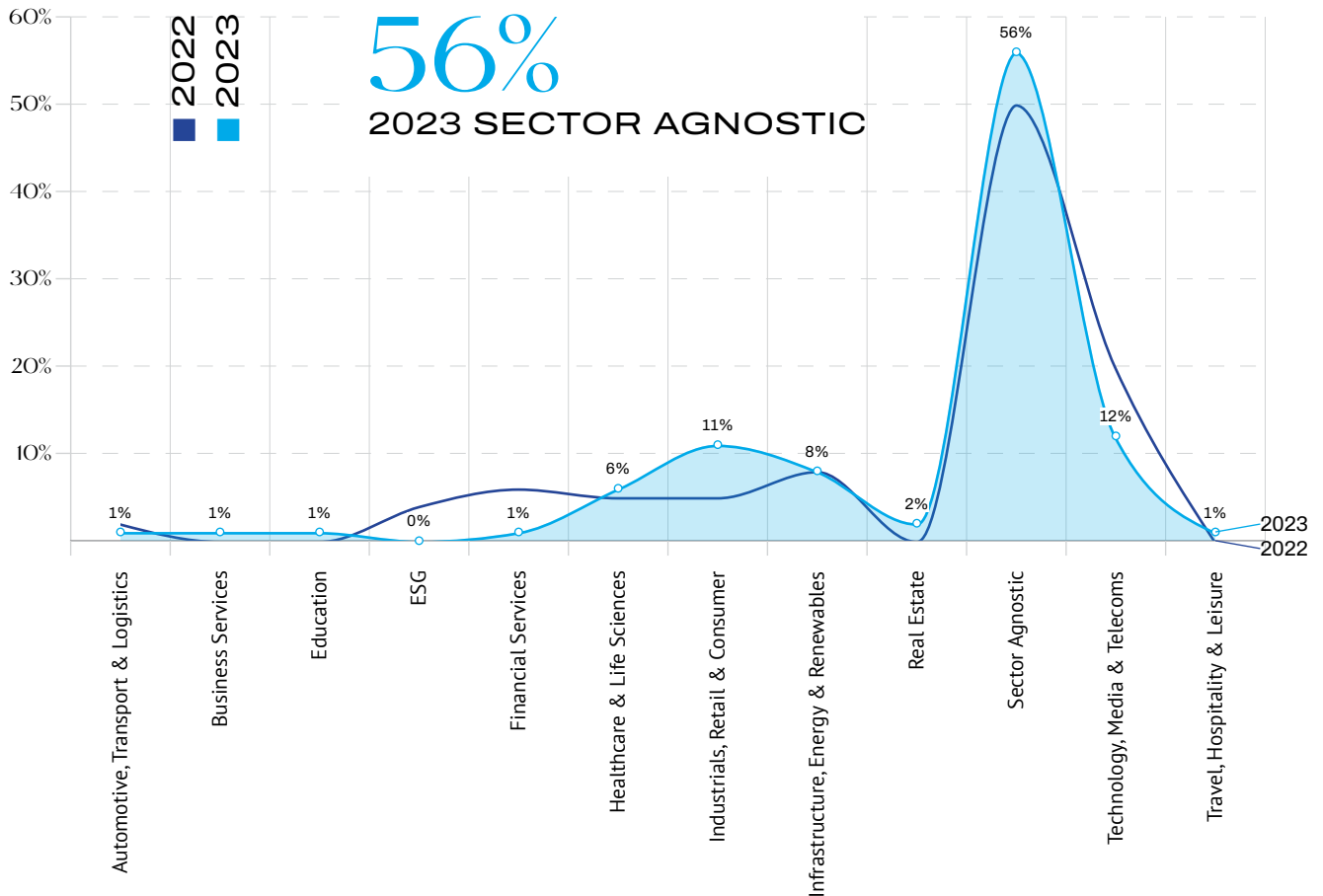
TYPE OF FIRM



SPECIALISMS

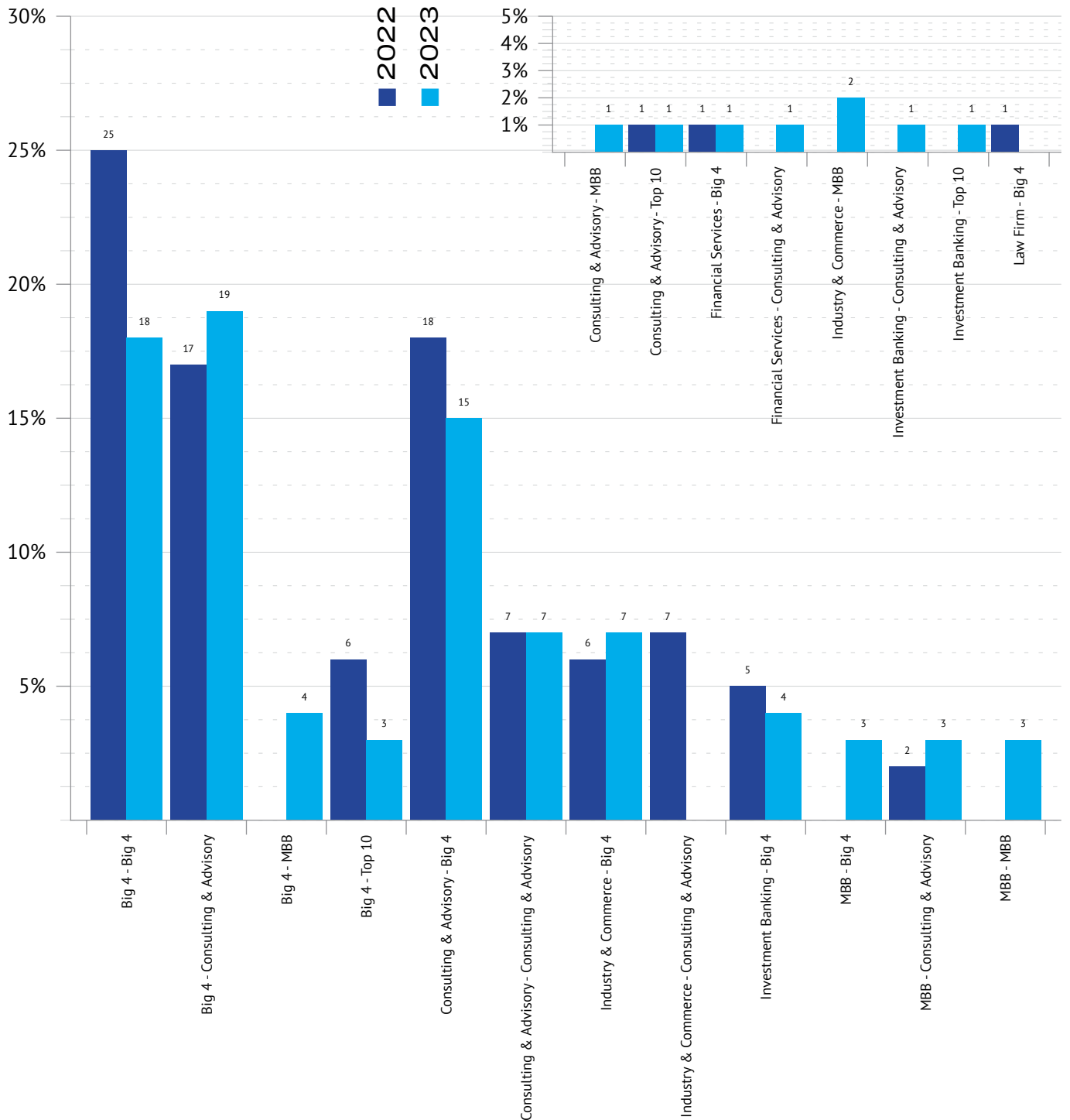


MARKET FOCUS

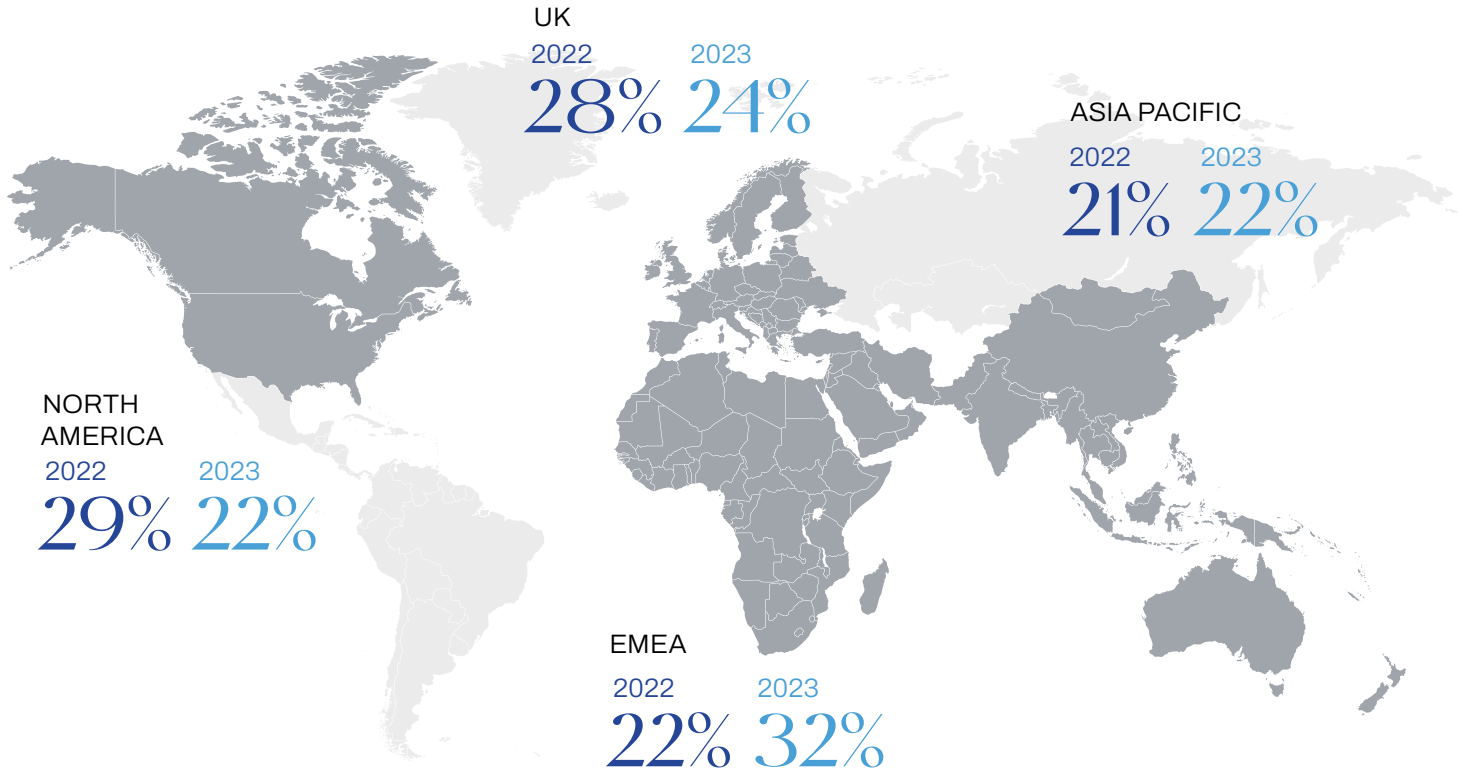


YEAR-ON-YEAR GLOBAL ANALYSIS

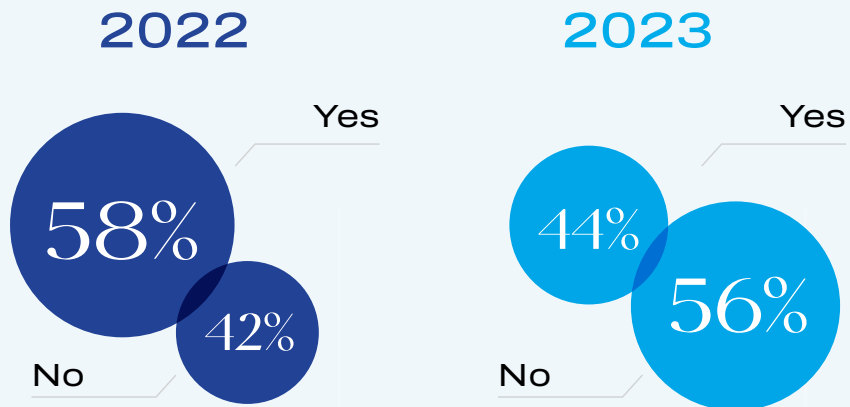
TYPE OF MOVE



LOCATION OF HIRE



PROMOTION



NORTH AMERICA OVERVIEW





NORTH AMERICA OVERVIEW

SPECIALISM

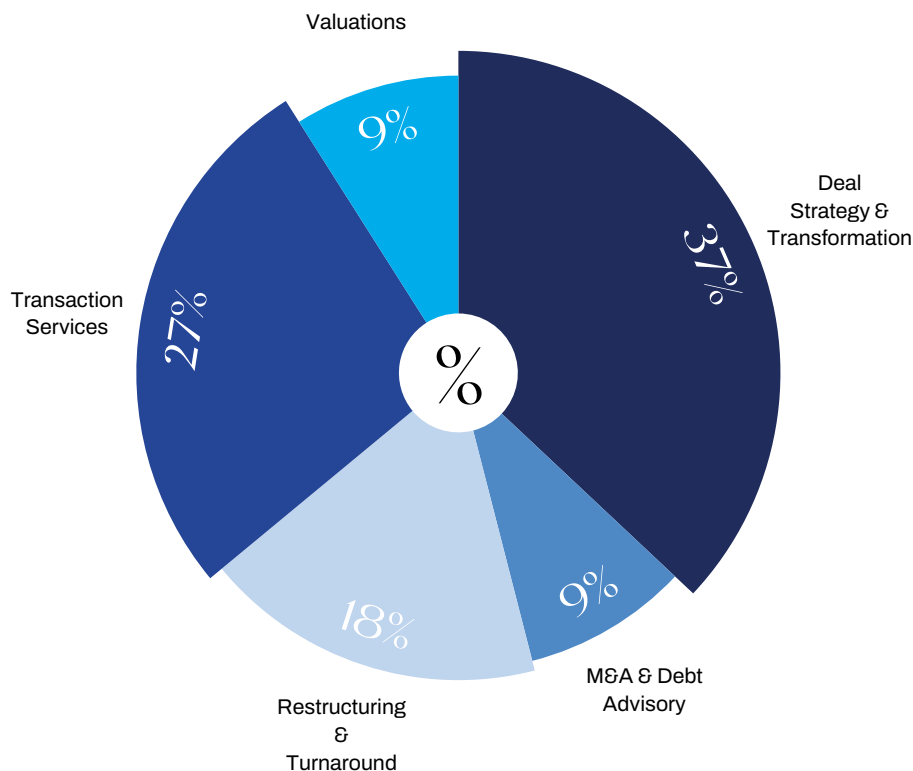
Deal Strategy & Transformation is the headline specialism for Partners at 37%, though this is 8% lower than the previous year's figure. Transaction Services is next on the list at 27% (up from 21%), followed by Restructuring & Turnaround at 18%, a sixfold rise on its 3% showing in 2022.

By a ratio of 41% to 36%, Consulting & Advisory Firms are a more popular destination than Big 4 Firms in North America, in line with the previous year's findings. The only other region where this happens is Asia Pacific. The 18% share of Partners moving to MBB Firms is the highest worldwide.

Movers with a Private Equity focus totalled 73% in 2023, mirroring the global data but trailing the percentages seen in the UK and Asia Pacific.

The 27% of promotions into partnership contrasts sharply with the 69% reported in 2022.

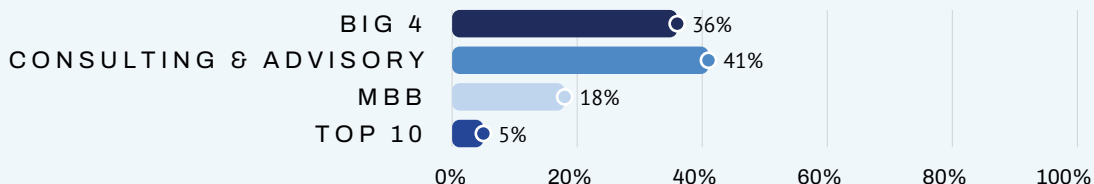
The needle on gender balance has shifted and 18% of hires are attributed to female Partners, a significant improvement from the 2022 data, when a paltry 3% of Partners were female.



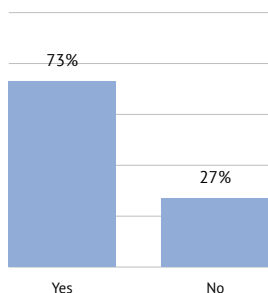
LOCATION OF HIRE



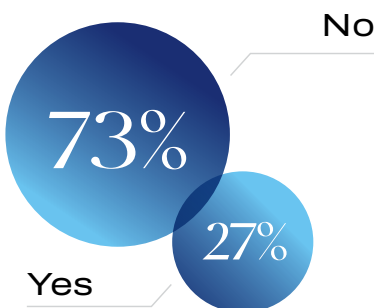
TYPE OF FIRM



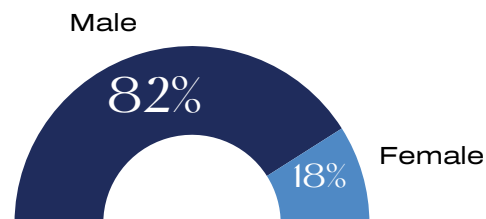
PRIVATE EQUITY



PROMOTION



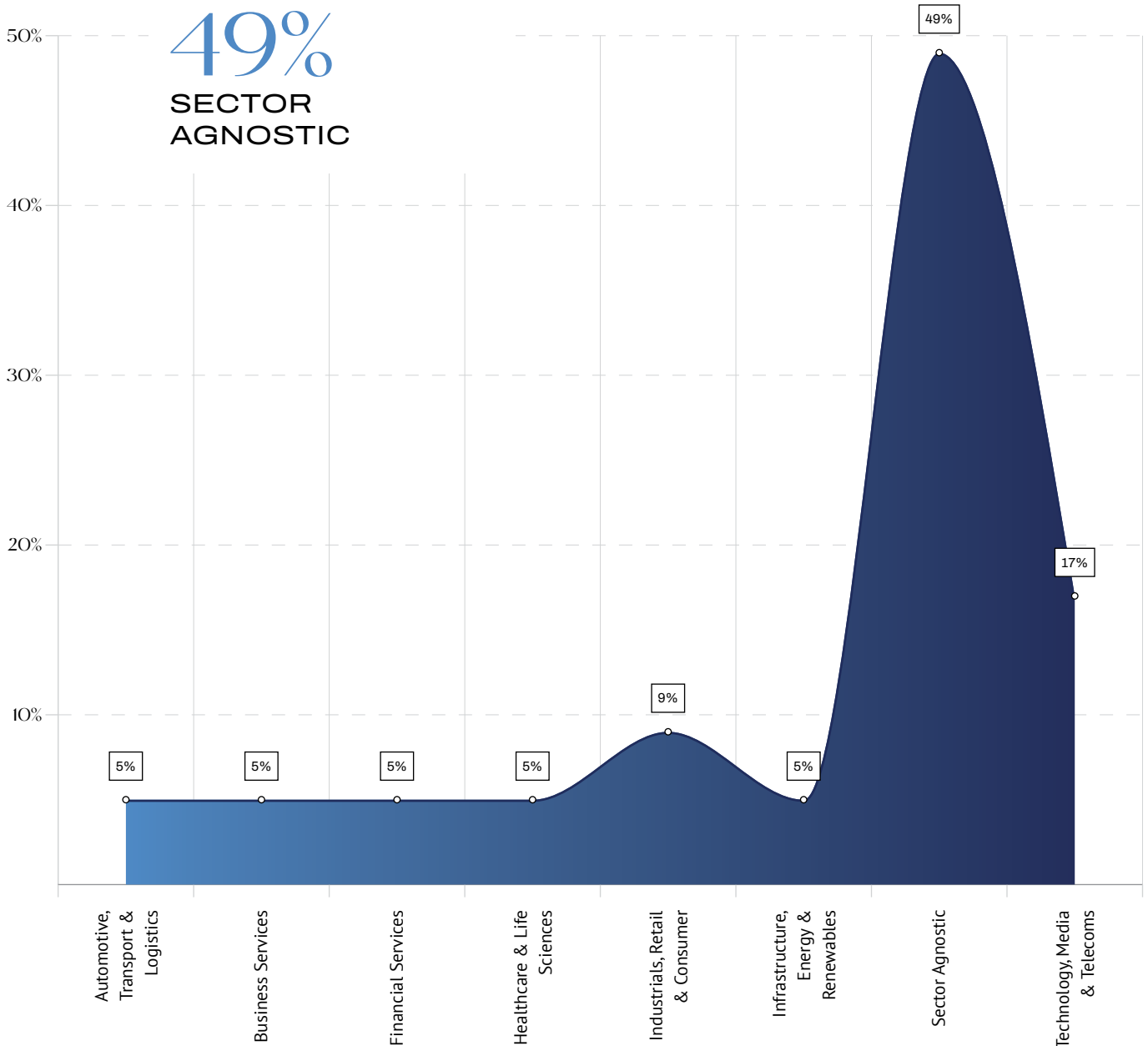
GENDER



NORTH AMERICA OVERVIEW

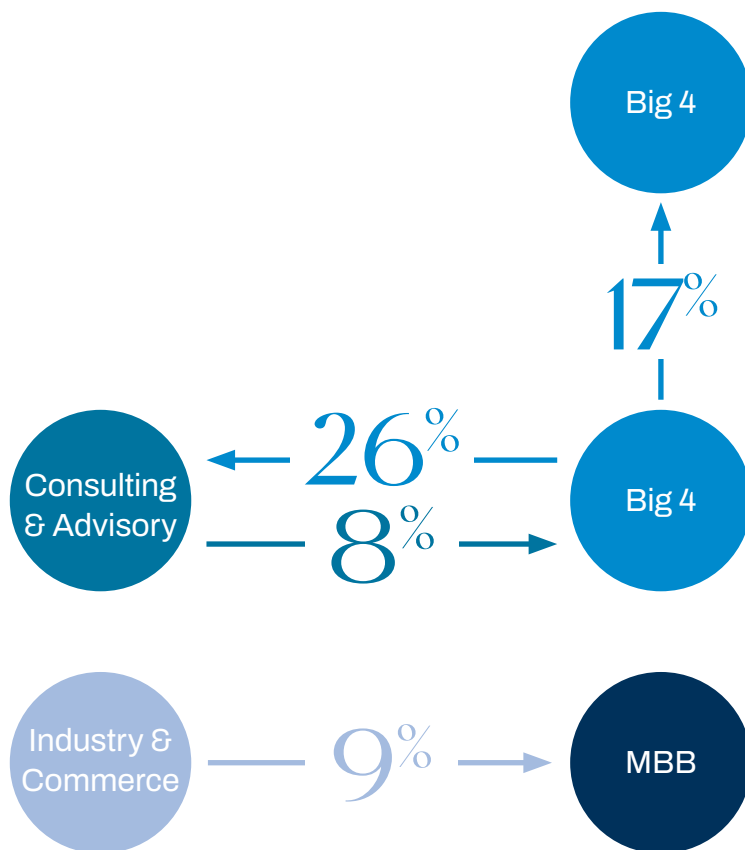
MARKET FOCUS

The data shows that Technology, Media & Telecoms, the dominant market focus at 35% in 2022, has fallen back to 17%, relegating it to second place. Partners in other regions are conspicuously less focused on the sector. Conversely, Partners with a Sector Agnostic focus has risen from 32% to 49%. Whilst Partners specialising in Healthcare & Life Sciences, and likewise on Infrastructure, Energy & Renewables, has halved to 5% in comparison with 2022.



TYPE OF MOVE

The variety of moves increased to 12 in 2023, compared with nine the previous year. With eight of the twelve accounting for only 5% each. The majority of moves (51%) still centre around the Big 4 and Consulting & Advisory Firms as anticipated. Altogether, 19% of moves were into MBB Firms, the highest of all the regions. Nearly half of these (9%) were from Industry & Commerce, a move documented only in North America. Collectively, 41% of moves were into Consulting & Advisory Firms.



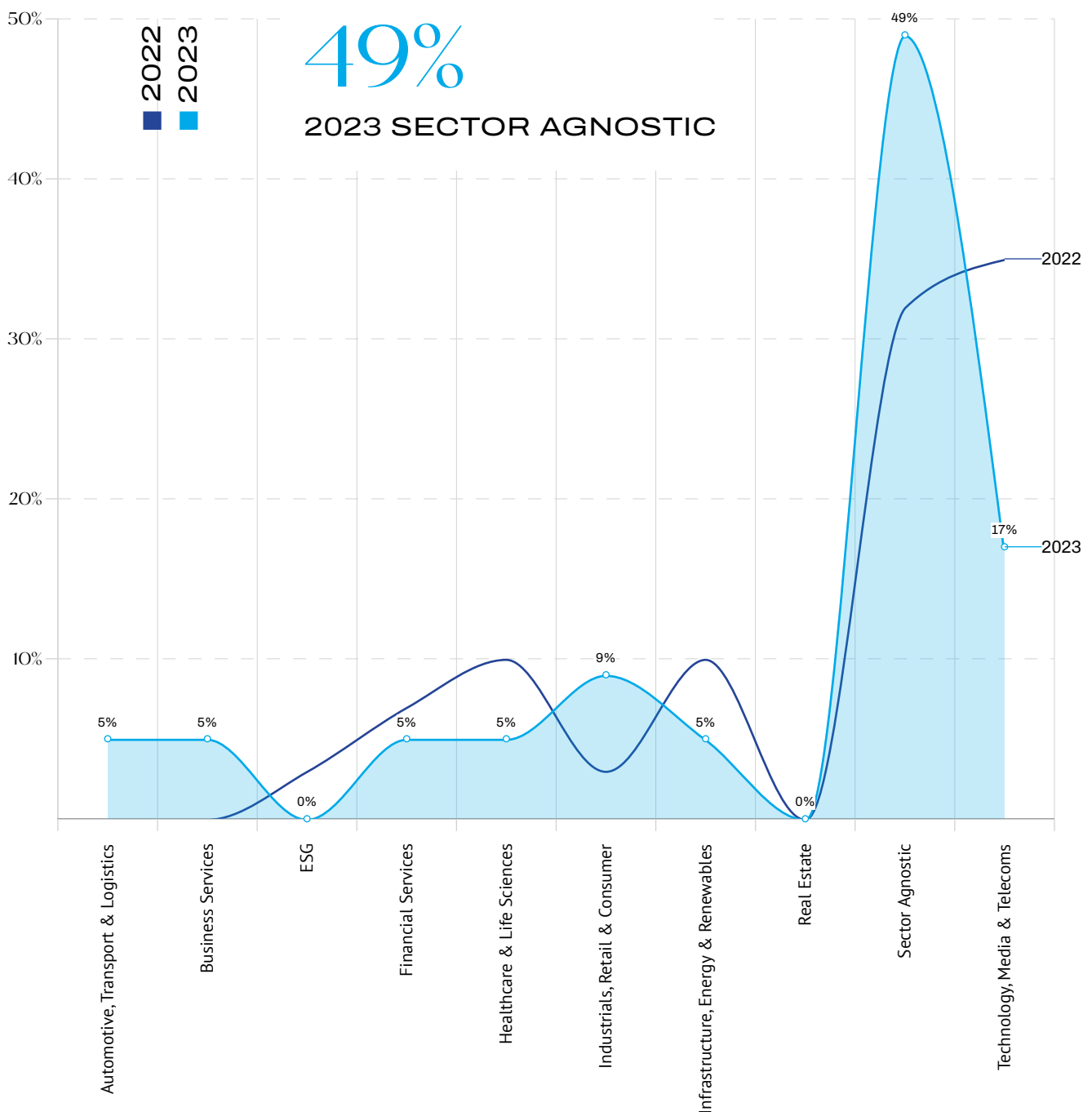
Moves that are 5% or less

Consulting & Advisory - Consulting & Advisory	5%
Consulting & Advisory - MBB	5%
Investment Bank - Big 4	5%
Investment Bank - Top 10	5%
MBB - Big 4	5%
MBB - MBB	5%
Private Equity - Consulting & Advisory	5%
Top 10 - Consulting & Advisory	5%

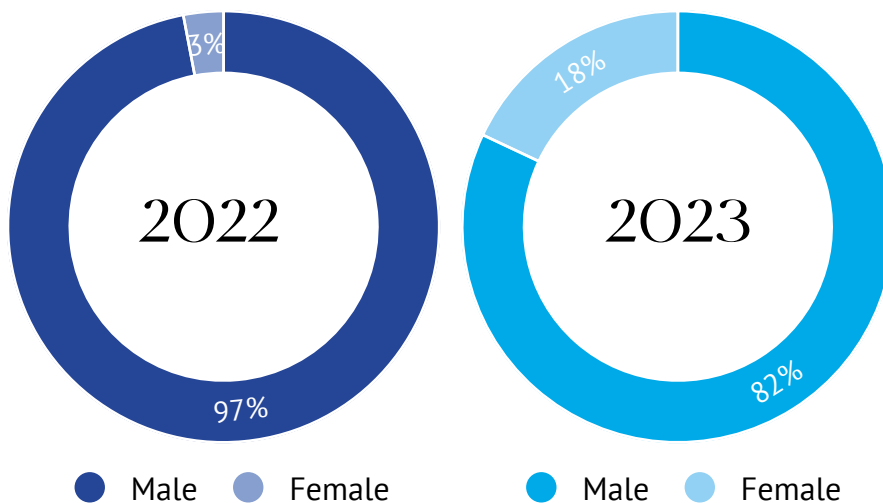
YEAR-ON-YEAR NORTH AMERICA ANALYSIS

North America managed a sixfold rise in female Partners in 2023 from an extremely modest 3% the previous year. When it came to specialisms, Valuations made its debut appearance and Deal Analytics disappeared from the scene. For a second year, and in larger numbers, the most common moves by Partners were from the Big 4 to Consulting & Advisory Firms. In the meantime, the percentage of promotions to partnership decreased dramatically. Regionally, North America demonstrates the highest retention rates.

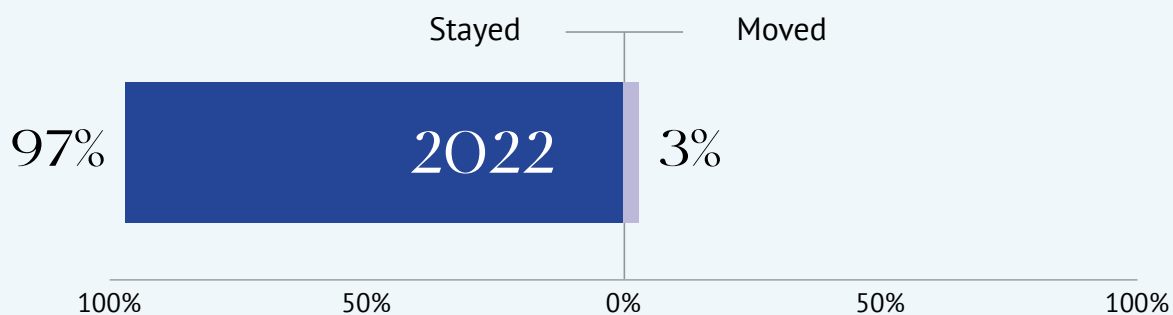
MARKET FOCUS



GENDER

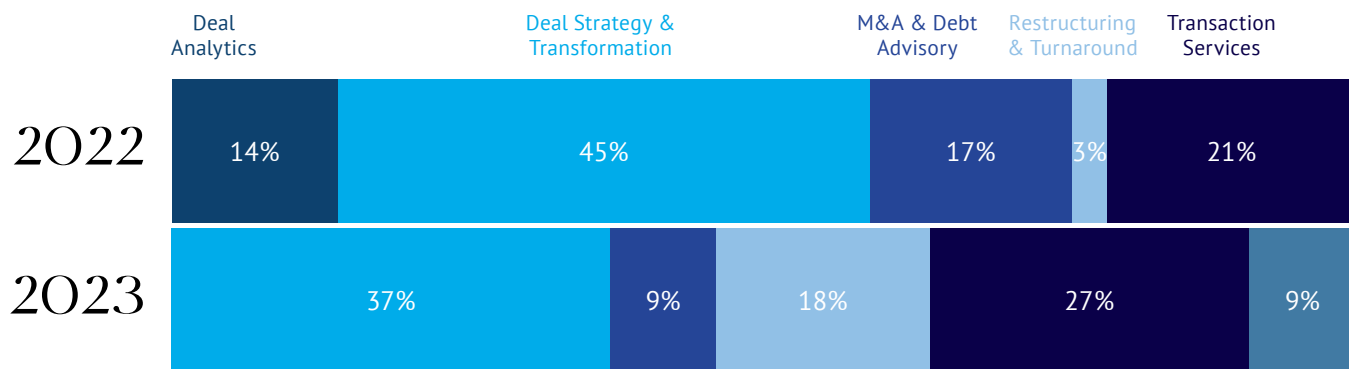


RETENTION RATE



The retention rate has been tracked for the first 12 months post hire.

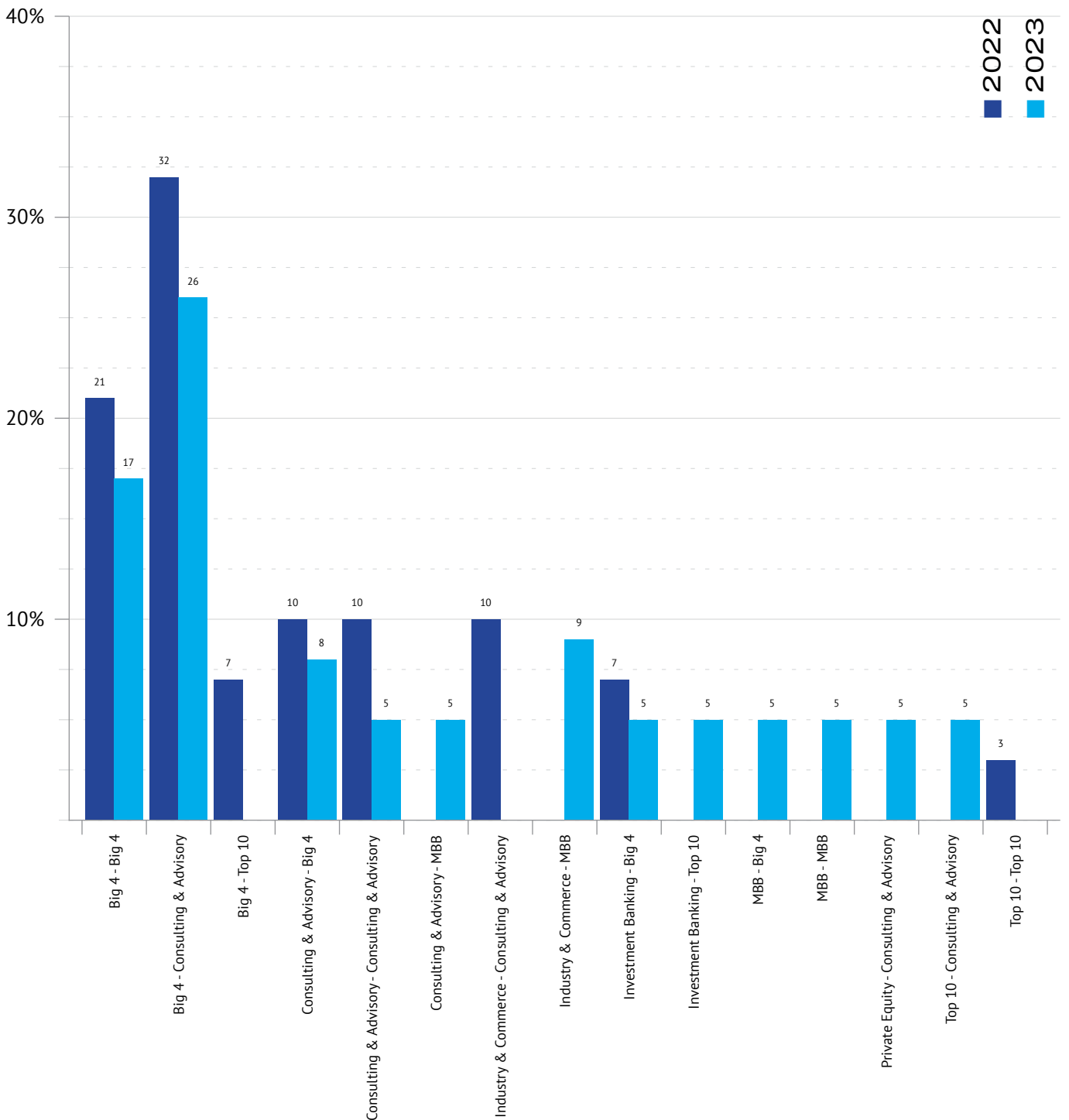
SPECIALISMS



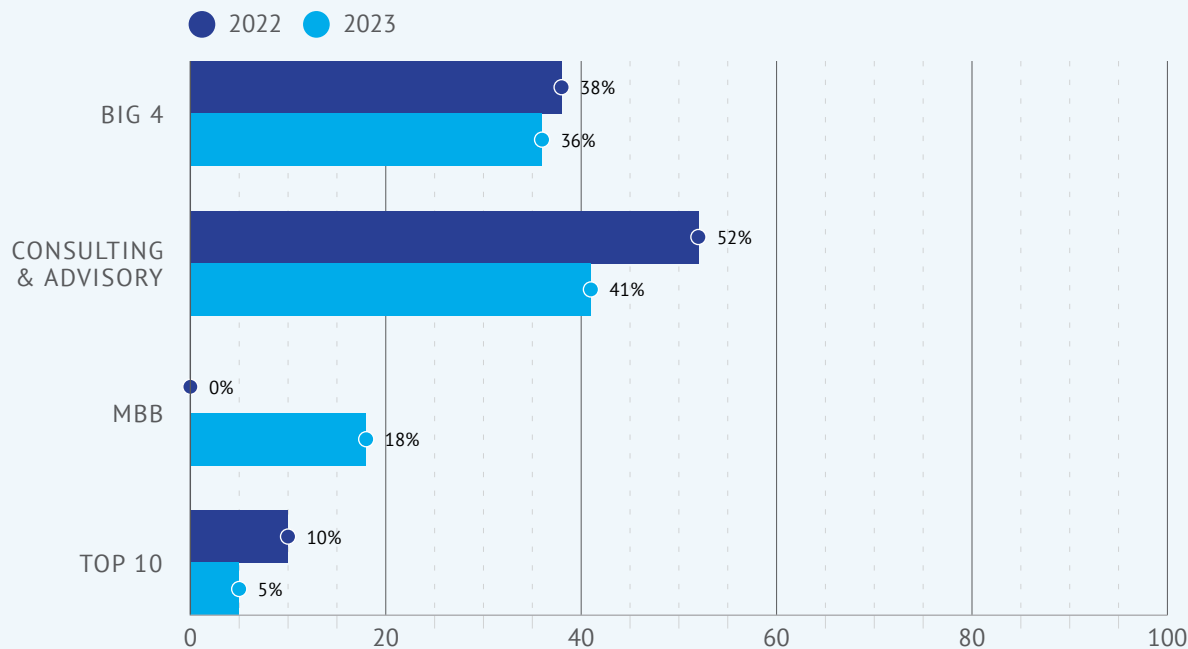
Valuations

YEAR-ON-YEAR NORTH AMERICA ANALYSIS

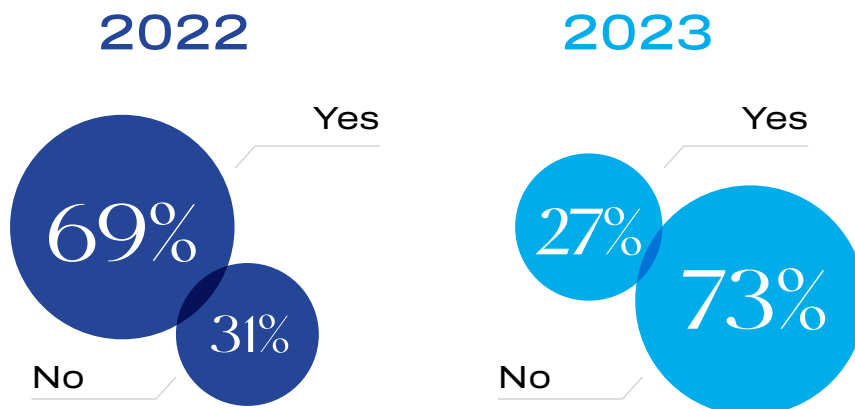
TYPE OF MOVE



TYPE OF FIRM



PROMOTION



NORTH AMERICA PROFILES

	 PREVIOUS EMPLOYER	 SPECIALISM	 LOCATION
AMAR KAPADIA Alvarez & Marsal MANAGING DIRECTOR	KPMG	M&A & Debt Advisory	Chicago
ANDREI VOROBYOV EY-Parthenon PARTNER	Bain & Company	Deal Strategy & Transformation	Boston
BOB RUCKH Alvarez & Marsal MANAGING DIRECTOR	Brightstar Capital Partners	Transaction Services	New York
DANIEL JERNEYCIC Alvarez & Marsal MANAGING DIRECTOR	EY-Parthenon	Restructuring & Turnaround	Detroit
DANIEL LEBLANC McKinsey & Company PARTNER	Oliver Wyman	Deal Strategy & Transformation	Dallas
DARREN JACKSON Boston Consulting Group MANAGING DIRECTOR AND PARTNER	Bain & Company	Deal Strategy & Transformation	Los Angeles
DAVID MALIN KPMG PARTNER	PwC	Restructuring & Turnaround	Montreal
GARETH GIBSON Houlihan Lokey MANAGING DIRECTOR	KPMG	Transaction Services	Houston
JASON VIERIG BDO PARTNER	Houlihan Lokey	Transaction Services	Los Angeles
KEITH GILLESPIE Boston Consulting Group MANAGING DIRECTOR AND PARTNER	Flowserve Corporation	Restructuring & Turnaround	Dallas
LUCHANNA HALL Alvarez & Marsal MANAGING DIRECTOR	BDO	Valuations	Los Angeles
NATHANIEL BARTCH Alvarez & Marsal MANAGING DIRECTOR	KPMG	Transaction Services	New York
PIERRE-YVES MORISSET PwC PARTNER	Wells Fargo	M&A & Debt Advisory	Vancouver
RAHUL BHASIN EY PARTNER	Kearney	Deal Strategy & Transformation	Toronto
RYAN ADAMS EY PARTNER	KPMG	Transaction Services	Chicago

	 PREVIOUS EMPLOYER	 SPECIALISM	 LOCATION
RYAN JACOBSON PwC PARTNER / PRINCIPAL	EY-Parthenon	Deal Strategy & Transformation	Boston
SARAH GIBSON KPMG PARTNER	PwC	Valuations	Edmonton
SCOTT FOSTER Alvarez & Marsal MANAGING DIRECTOR	KPMG	Transaction Services	Toronto
STEVEN ANTHONY Alvarez & Marsal MANAGING DIRECTOR	KPMG	Deal Strategy & Transformation	Phoenix
SWAPNA DESHPANDE AlixPartners PARTNER	Ankura	Restructuring & Turnaround	New York
WILLIAM BUNDY McKinsey & Company PARTNER	Orveon Global	Deal Strategy & Transformation	Washington DC
ZEYNEP NOELLE KOLLER KPMG PARTNER	Porsche Consulting	Deal Strategy & Transformation	Boston

UK OVERVIEW





UK OVERVIEW

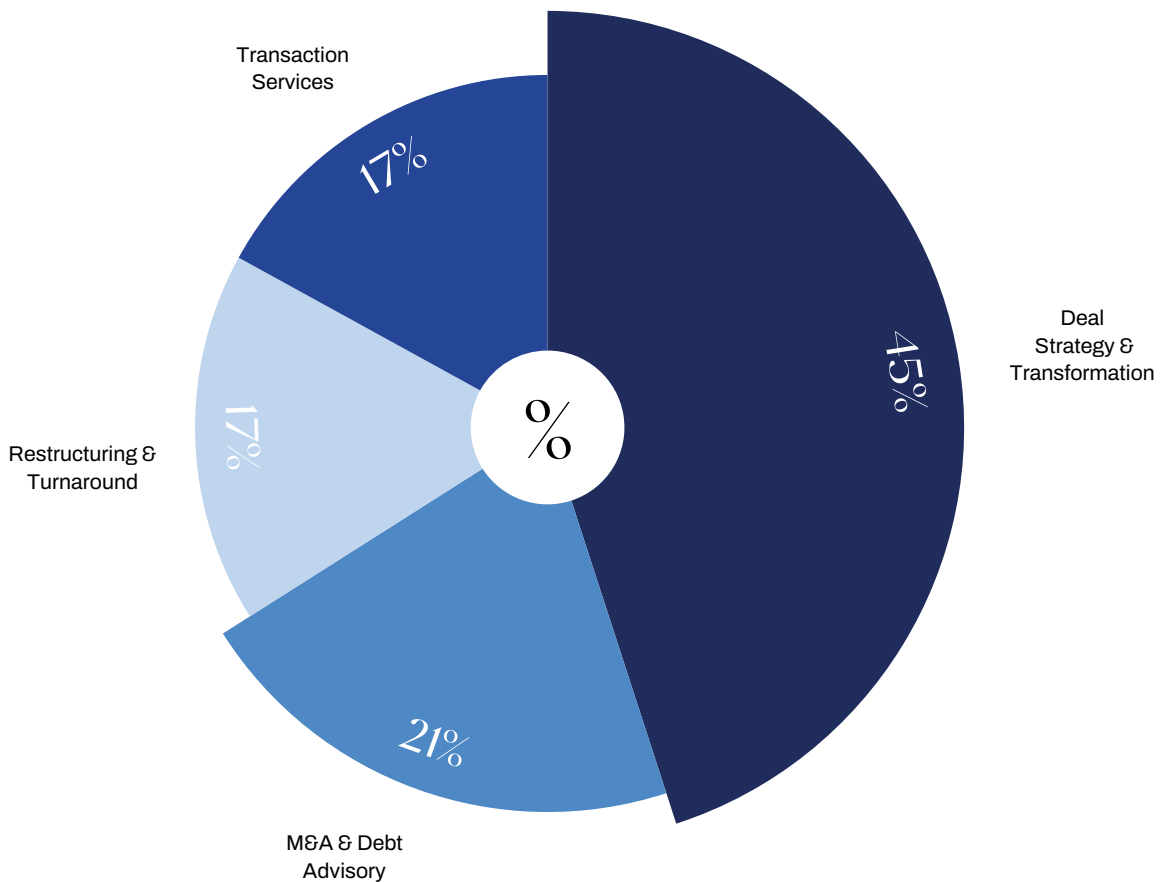
SPECIALISM

In parallel with the global trend, Deal Strategy & Transformation is most prominent specialism for UK Partners at 45%, roughly unchanged from the previous year. In second place, M&A and Debt Advisory accounts for 21%.

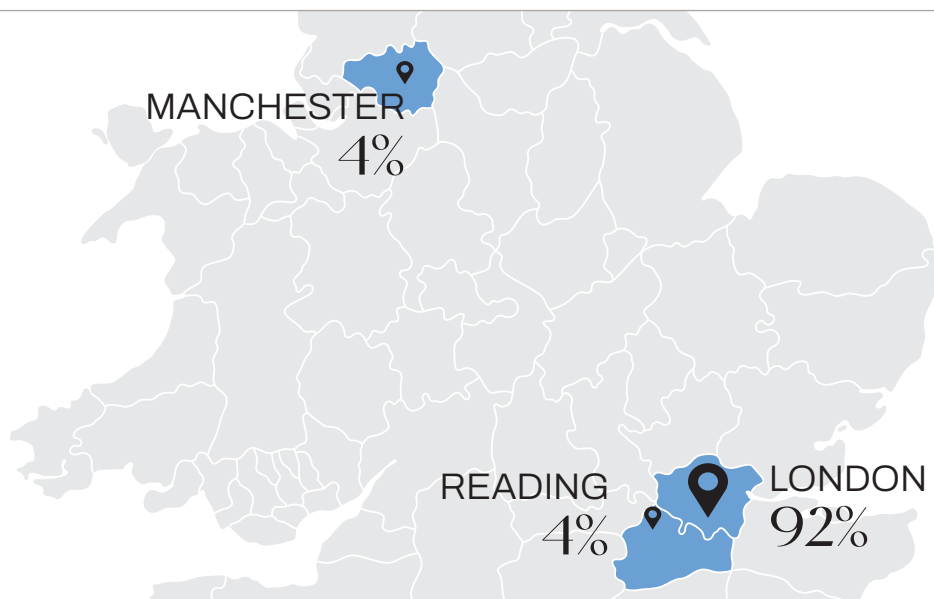
The vast majority of hires were in London (92%), an increase of 7% on 2022. As expected, Big 4 Firms were the most common destination for Partners at 54%, a fall of 21% compared to the year before.

At 58%, the UK is the region with the highest proportion of movers promoted into partnership.

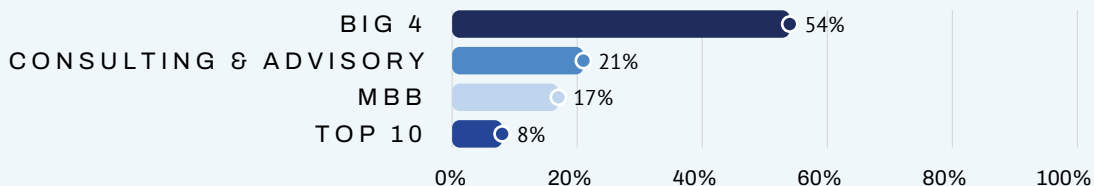
It is also the most gender balanced region, with female Partner hires reaching 33% reflecting a huge improvement from 7% previously. This is a standout statistic for an industry that has been heavily male dominated.



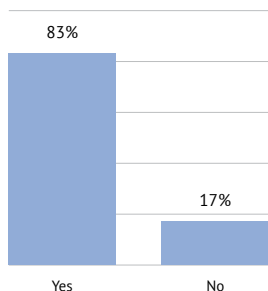
LOCATION OF HIRE



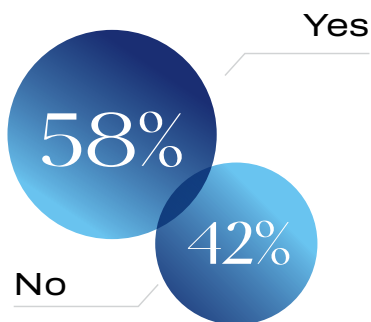
TYPE OF FIRM



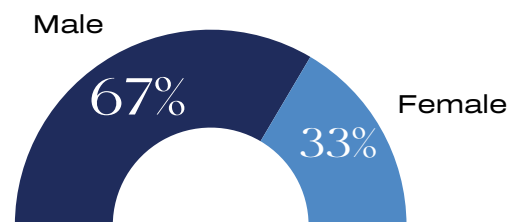
PRIVATE EQUITY



PROMOTION



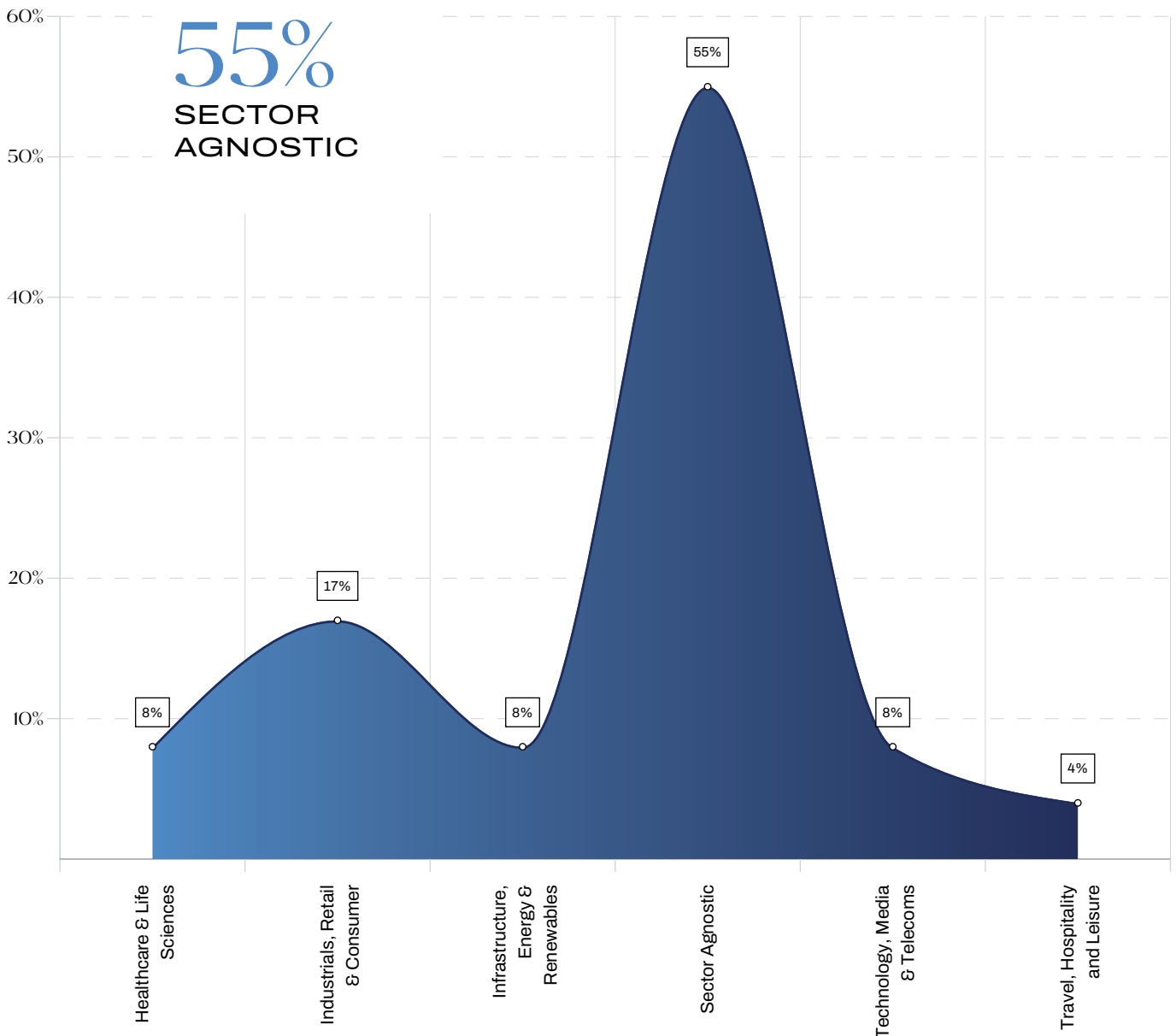
GENDER



UK OVERVIEW

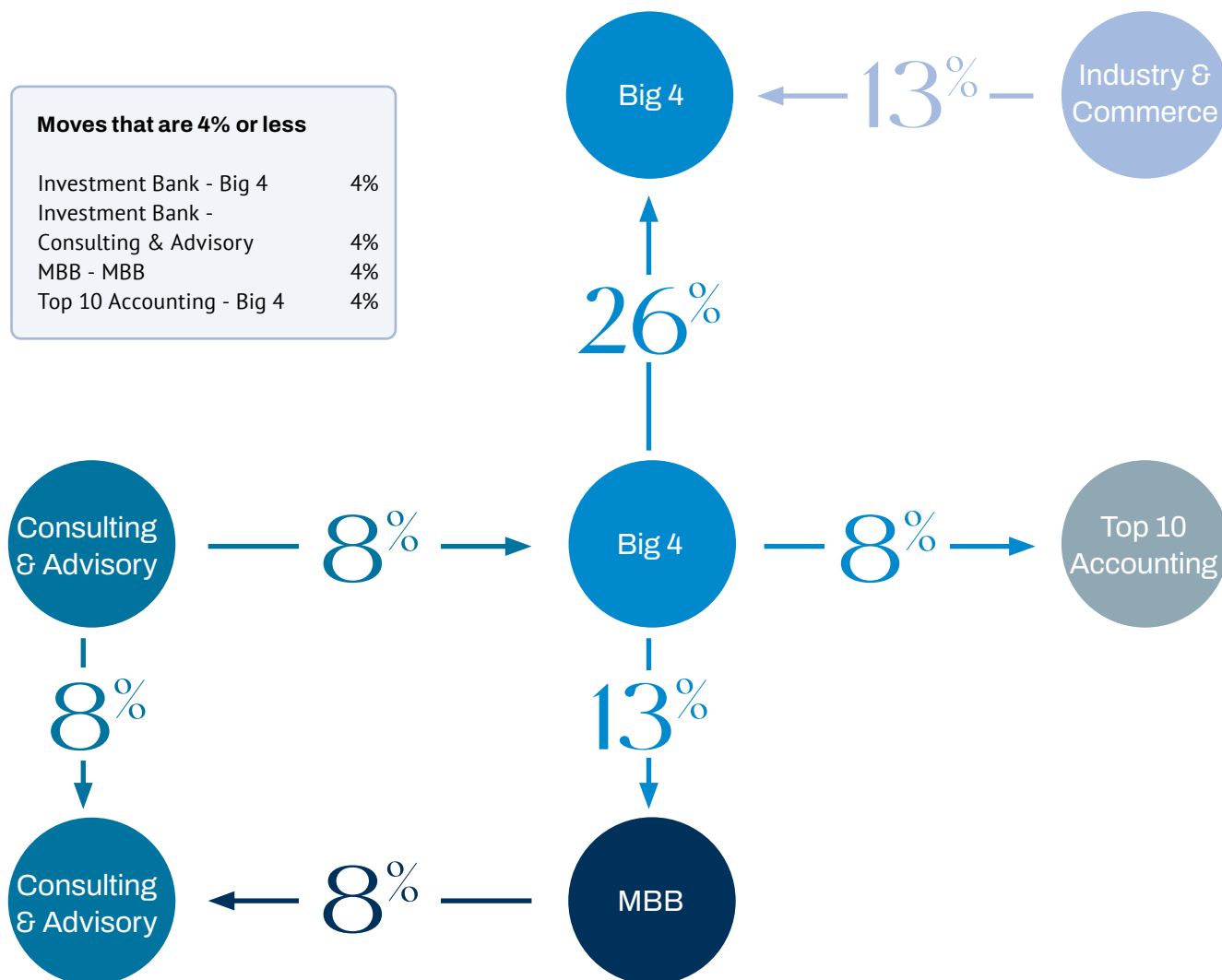
MARKET FOCUS

Bearing in mind global trends and our previous report on the UK, it is not surprising that 55% of Partners are Sector Agnostic (rising from 42% in 2022). The next most prominent focus is on Industrial, Retail & Consumer at 17% – an increase of 6% on the previous year’s figure. Partners concerned with Technology, Media & Telecoms suffered a 13% reduction to 8%, while those with a focus on Financial Services were absent entirely, having accounted for 14% of the total in 2022.



TYPE OF MOVE

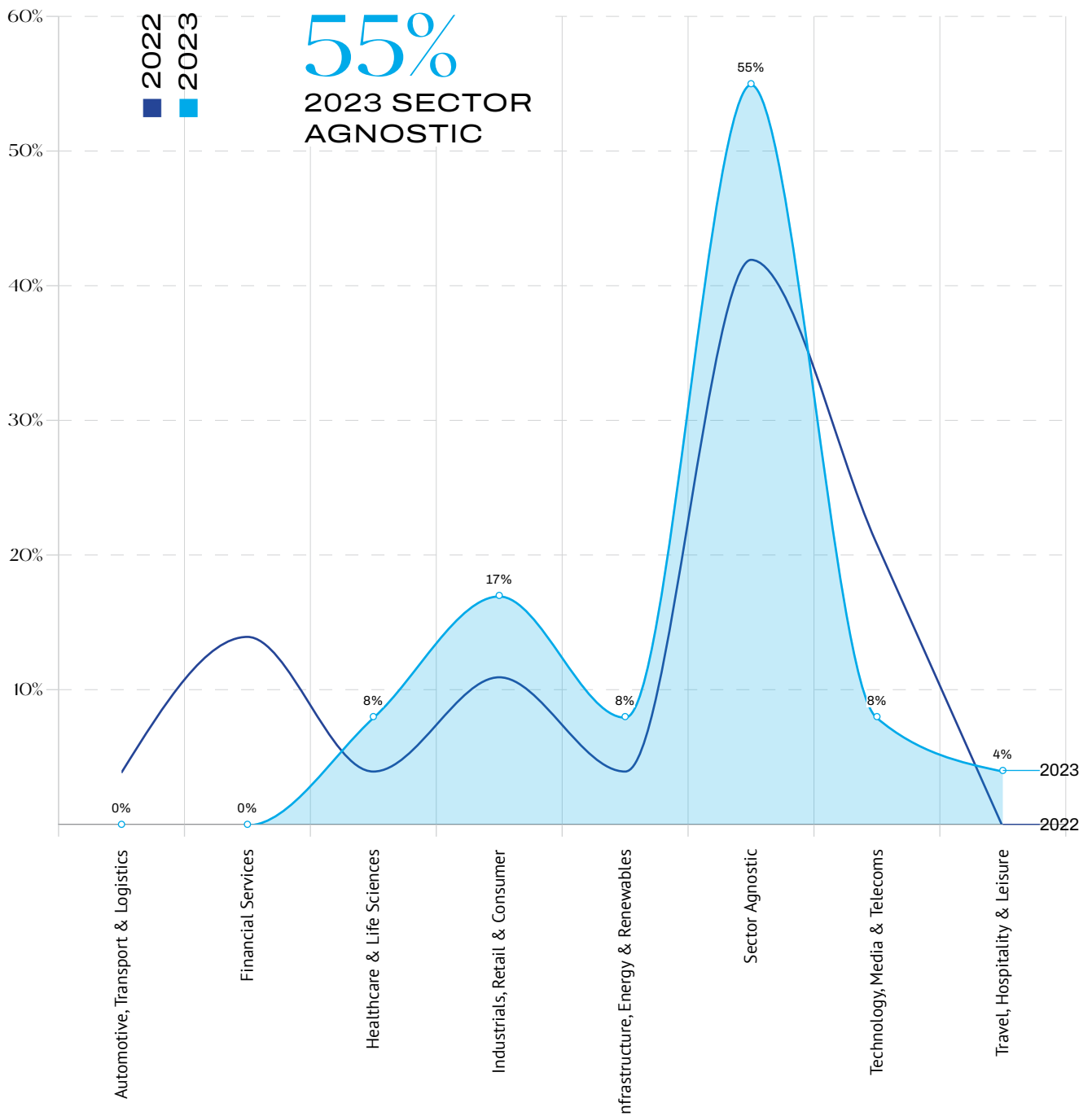
As expected, the most common moves in 2023 were between Big 4 Firms at 26%. The UK also saw the second-highest number of moves into MBB firms at 17%, just trailing North America's 19%. The majority of Partners moving into MBB firms were gained from the Big 4, 13%. Both here and in the EMEA region, 13% of Partners moved from Industry & Commerce into the Big 4. At 8%, the UK also saw the largest proportion of Partners moving from a Big 4 Firm to a Top 10 Accounting Firm.



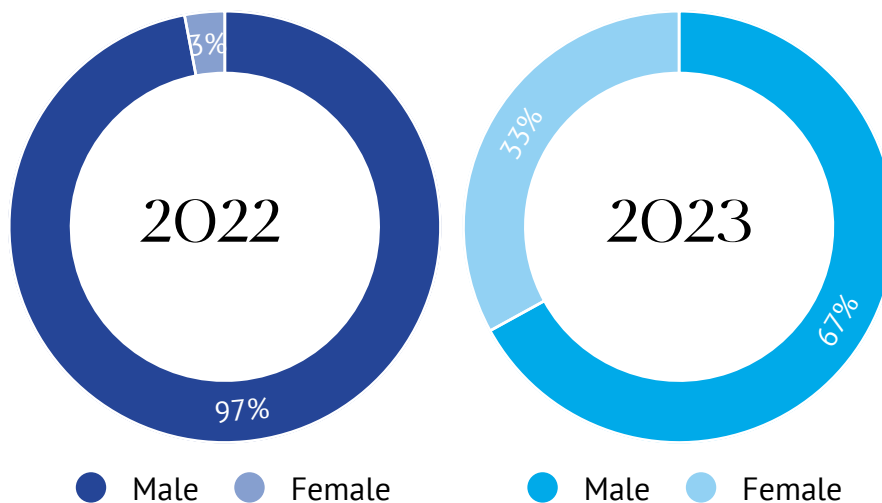
YEAR-ON-YEAR UK ANALYSIS

To its credit, the UK is making much better progress on the gender-balance of Partner hires than anywhere else, with about twice as many female Partners as the global average. The Big 4 dominates when it comes to Partners' destinations, but less overwhelmingly than the year before. The Sector Agnostic market focus has proliferated, as has the focus on Industrial, Retail & Consumer to a lesser extent. Another notable difference with 2022's data is that the move from Consulting & Advisory into the Big 4, which used to be 31% of the total, dropped to 8% in 2023.

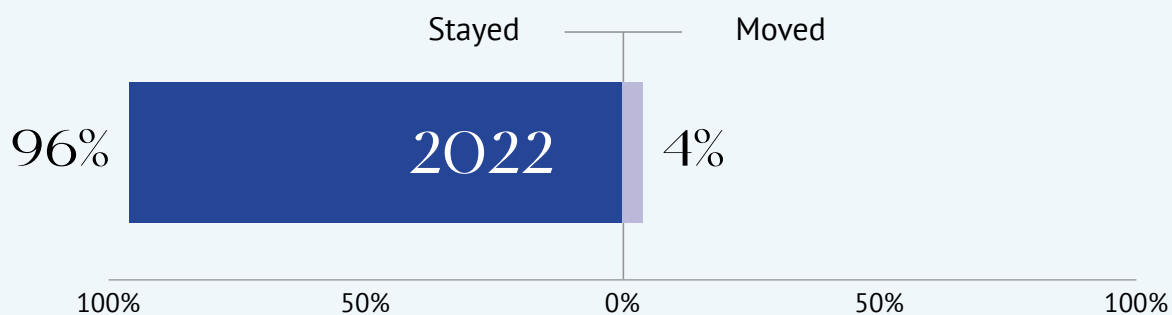
MARKET FOCUS



GENDER

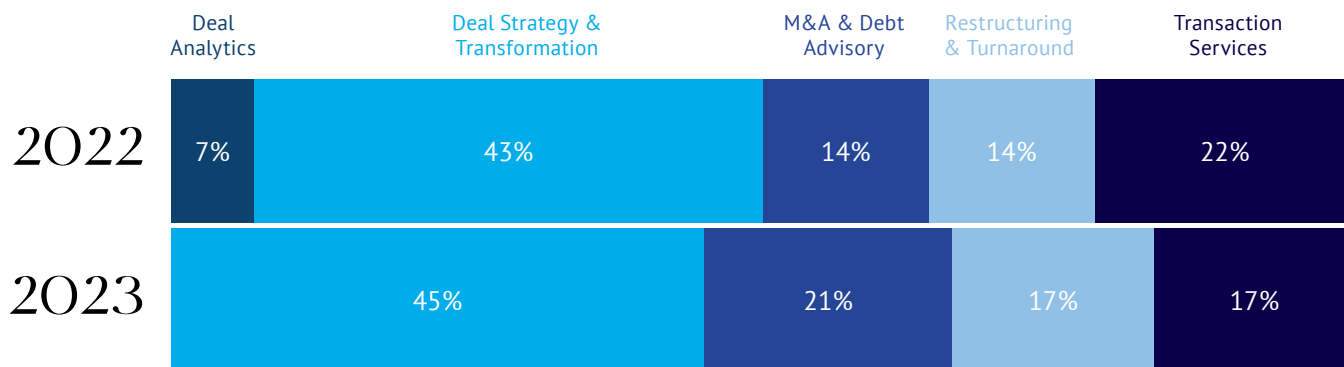


RETENTION RATE



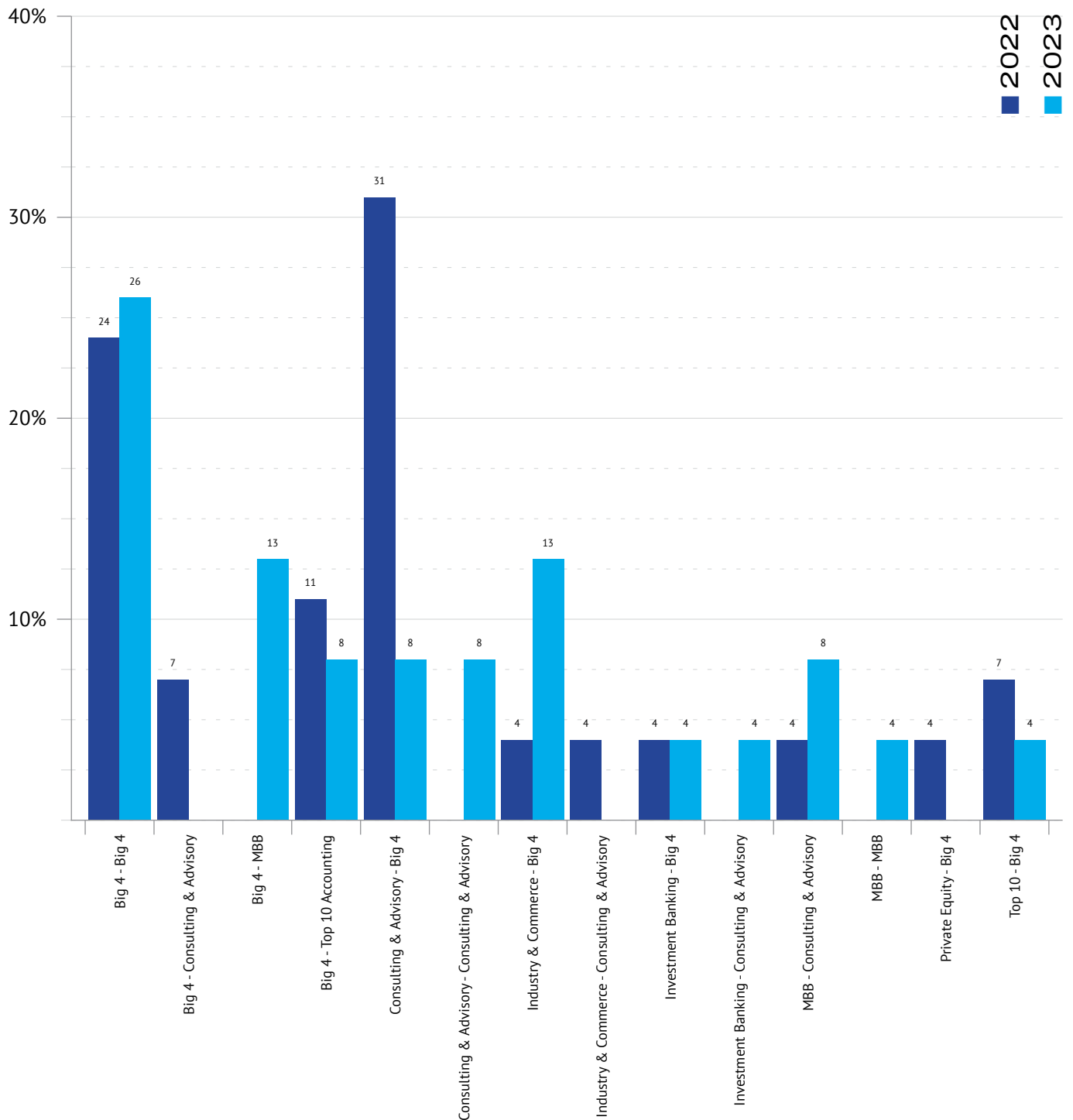
The retention rate has been tracked for the first 12 months post hire.

SPECIALISMS

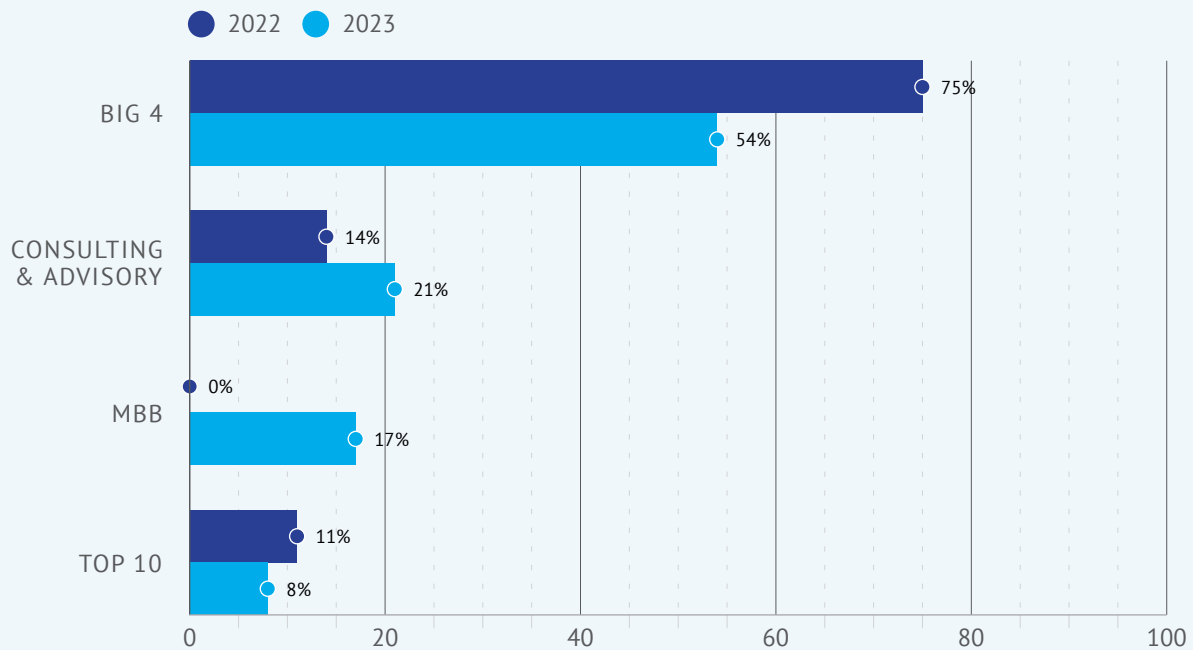


YEAR-ON-YEAR UK ANALYSIS

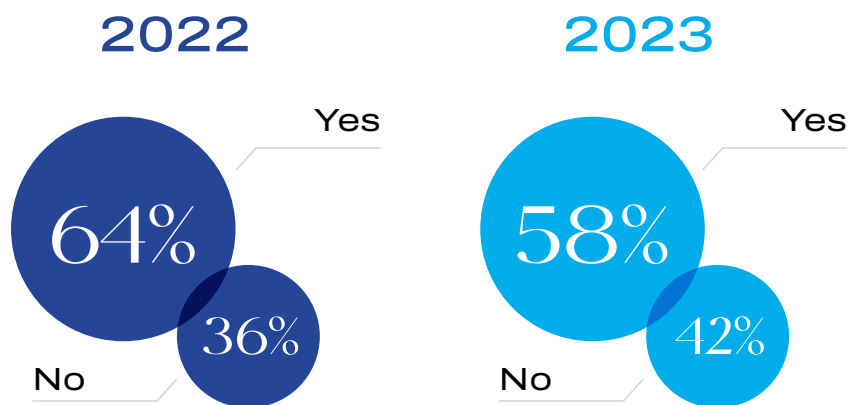
TYPE OF MOVE



TYPE OF FIRM






PROMOTION



UK PROFILES

	 PREVIOUS EMPLOYER	 SPECIALISM	 LOCATION
ANDREA JAKES Alvarez & Marsal MANAGING DIRECTOR	Interpath Advisory	Restructuring & Turnaround	London
ANUPAM PABBI KPMG PARTNER	EY	Transaction Services	London
CLAIRE FRANGOU BDO PARTNER	KPMG	M&A & Debt Advisory	Manchester
DAVID HIRST Deloitte PARTNER	KPMG	M&A & Debt Advisory	London
DOMINIC CARTER Deloitte PARTNER	Interpath Advisory	Deal Strategy & Transformation	London
EDWARD WESTON Deloitte PARTNER	PwC	Deal Strategy & Transformation	London
FABIO ZAFFALON EY-Parthenon PARTNER	IBM	Deal Strategy & Transformation	London
GEMMA LEGG RSM PARTNER	KPMG	M&A & Debt Advisory	Reading
JAKOB EKELOEF JENSEN Boston Consulting Group PARTNER	McKinsey & Company	Deal Strategy & Transformation	London
JAMES CASS AlixPartners PARTNER & MANAGING DIRECTOR	Rabobank	Deal Strategy & Transformation	London
JAMIE AVNI KPMG PARTNER	Deloitte	Transaction Services	London
JULIAN GETHING AlixPartners PARTNER & MANAGING DIRECTOR	McKinsey & Company	Restructuring & Turnaround	London
KAJAL BATABYAL Boston Consulting Group PARTNER	EY-Parthenon	Deal Strategy & Transformation	London
MATTHEW JOHNSTON FTI Consulting SENIOR MANAGING DIRECTOR	McKinsey & Company	Restructuring & Turnaround	London
MAURICE HARBISON EY PARTNER	Bryan, Garnier & Co	M&A & Debt Advisory	London

	 PREVIOUS EMPLOYER	 SPECIALISM	 LOCATION
NICK LUSH EY PARTNER	Alvarez & Marsal	Deal Strategy & Transformation	London
OXANA MIROSHNICHENKO KPMG PARTNER	Natura & Co	Deal Strategy & Transformation	London
SEAN RIVETT Boston Consulting Group PARTNER	EY-Parthenon	M&A & Debt Advisory	London
SENTHIL ALAGAR Deloitte PARTNER	Grant Thornton	Restructuring & Turnaround	London
SLAVENA BARDAROVA Bain & Company PARTNER	EY-Parthenon	Deal Strategy & Transformation	London
SUZANNE ELLIS PwC PARTNER	Haleon	Deal Strategy & Transformation	London
TIM WAINWRIGHT Alvarez & Marsal MANAGING DIRECTOR	Kroll	Deal Strategy & Transformation	London
VICTORIA KERRIGAN Deloitte PARTNER	PwC	Transaction Services	London
ZAHEER LADHA Deloitte PARTNER	PwC	Transaction Services	London

EMEA OVERVIEW





EMEA OVERVIEW

SPECIALISM

More than anywhere else, Partners in the EMEA region are drawn to Deal Strategy & Transformation at 47%. Previously, they accounted for 32%. M&A & Debt Advisory follows at 28%, a 10% rise on the previous year. This is the same pattern seen in the UK. At only 6%, the number of partners in Transaction Services is noticeably small.

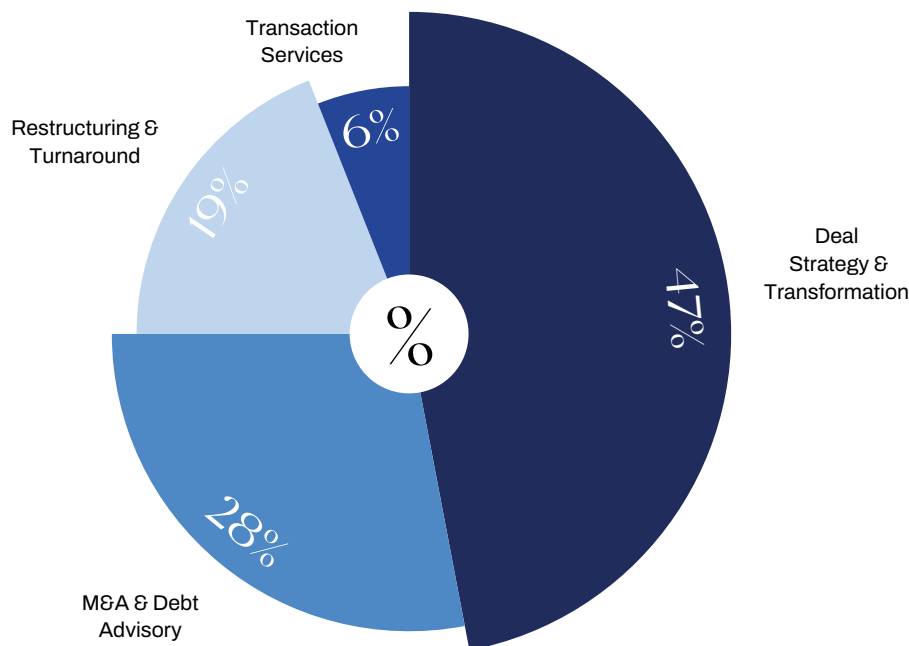
Hires in 2023 took place in 16 different countries, the standout being Germany with 27% of the total.

At 66%, the Big 4 attract a larger share of Partners in EMEA than they do in any other region. Meanwhile a quarter of Partners joined Consulting & Advisory Firms, in similar numbers to those in 2022. Those joining Top 10 Accounting Firms slipped from 10% of the total to 3% in the same period.

Our research also found that 59% of Partners have a focus on Private Equity.

At 44%, the number of movers promoted into partnership in 2023 varied little from the previous year.

In common with Asia Pacific, only 9% of the moves reported were female, meaning there has been no change in EMEA in the two years' data studied.

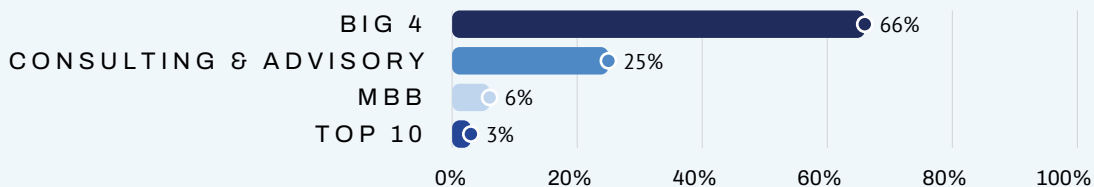


LOCATION OF HIRE

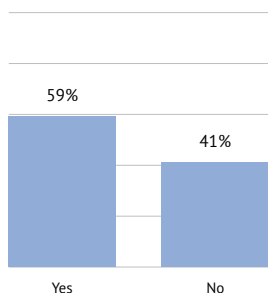
BELGIUM 7%	NORWAY 3%
FINLAND 3%	POLAND 7%
FRANCE 7%	QATAR 3%
GERMANY 27%	SAUDI ARABIA 7%
GREECE 3%	SOUTH AFRICA 3%
ISRAEL 3%	SPAIN 7%
ITALY 3%	SWITZERLAND 3%
NETHERLANDS 7%	UAE 7%



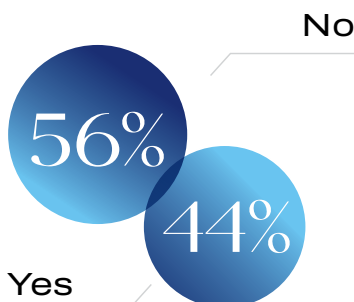
TYPE OF FIRM



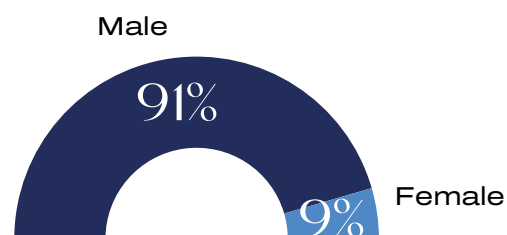
PRIVATE EQUITY



PROMOTION



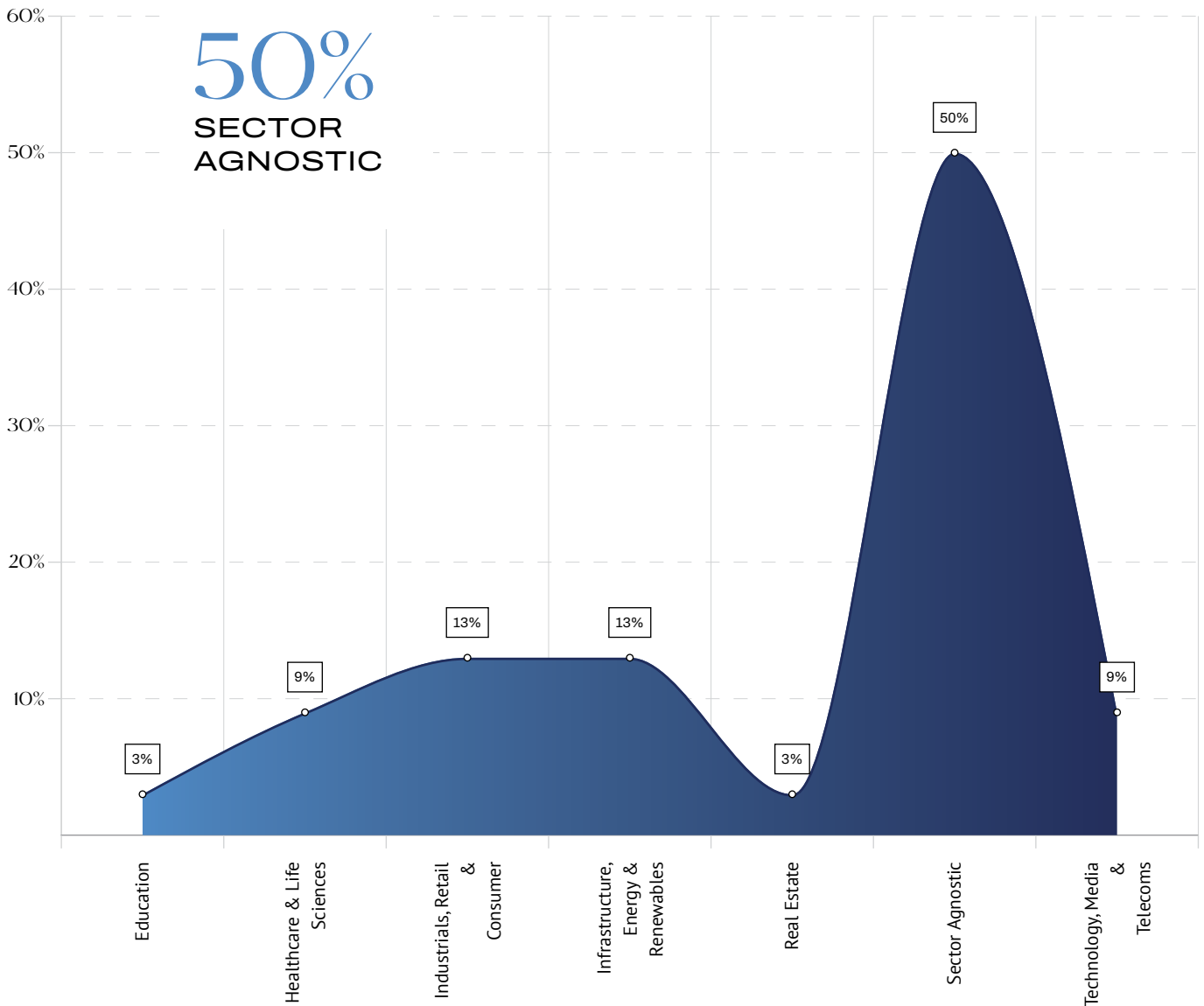
GENDER



EMEA OVERVIEW

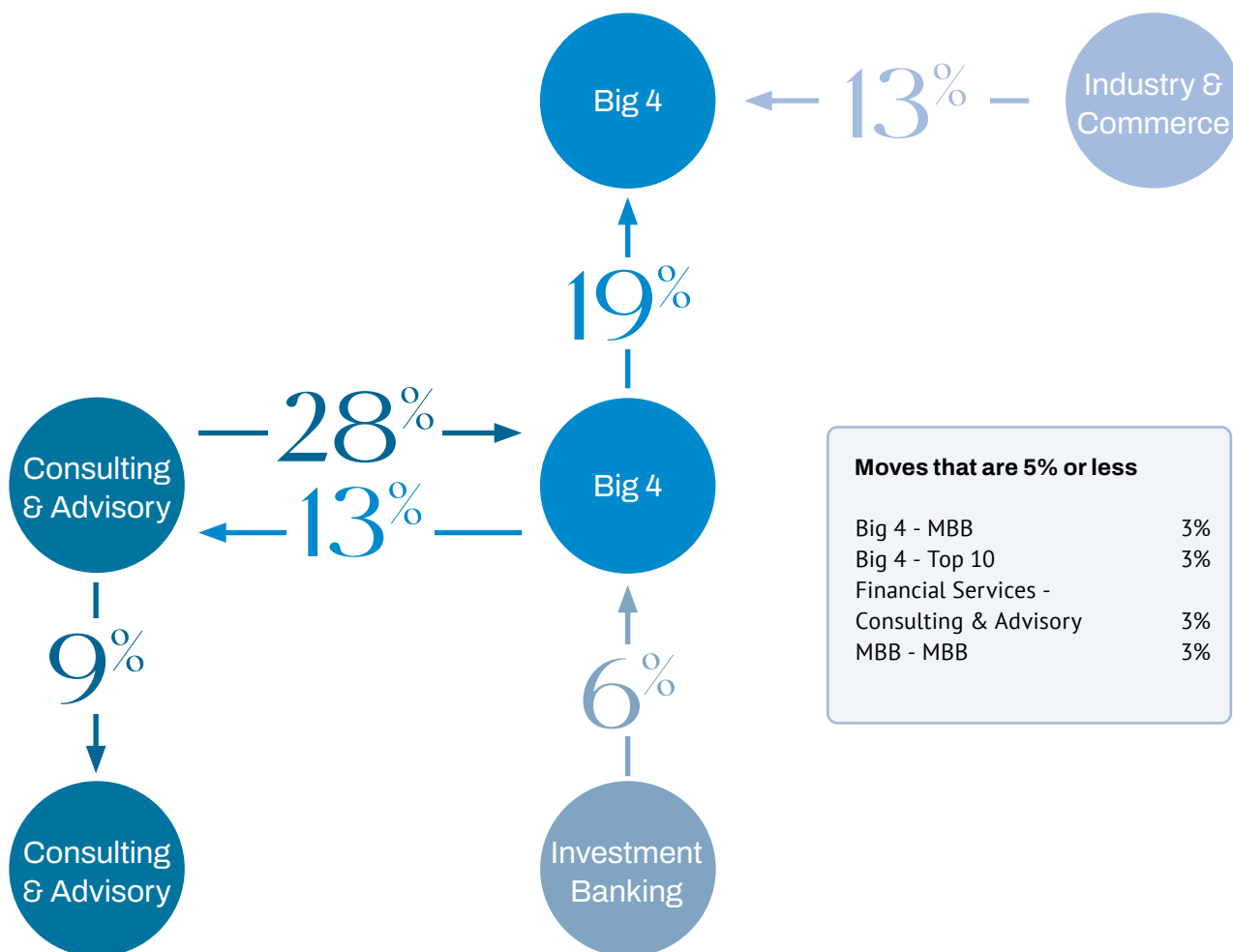
MARKET FOCUS

The most common market focus for Partners is Sector Agnostic at 50%, which has fallen 22% year on year. In joint second place at 13% are Infrastructure, Energy & Renewables and the previously unrecorded Retail & Consumer. We do not see any of the movers with a focus on ESG in this year's report, however this was noted at only 5% previously. For the first time we document Partners with a focus on Education albeit at 3%.



TYPE OF MOVE

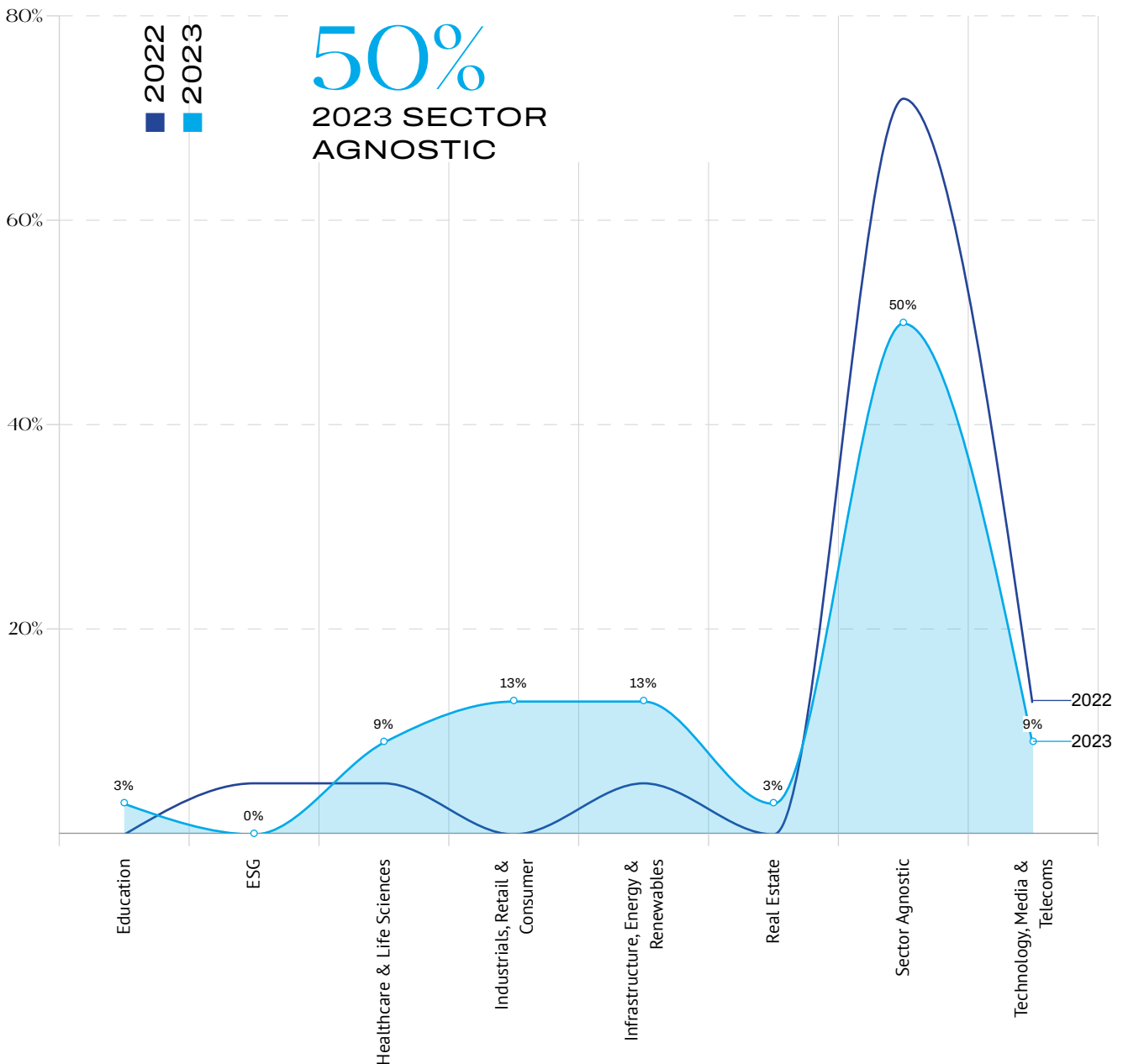
Ten different types of move occurred in 2023, which is similar to the 11 seen in 2022. The largest number of Partners in the region, totalling 28%, moved from Consulting & Advisory Firms into the Big 4. Only EMEA produces this kind of move on this scale. Altogether, a quarter of Partners move to Consulting & Advisory Firms. Additionally, 13% of these moves are gained from Industry & Commerce – the same percentage as the year before, and a move type not seen outside the UK and EMEA.



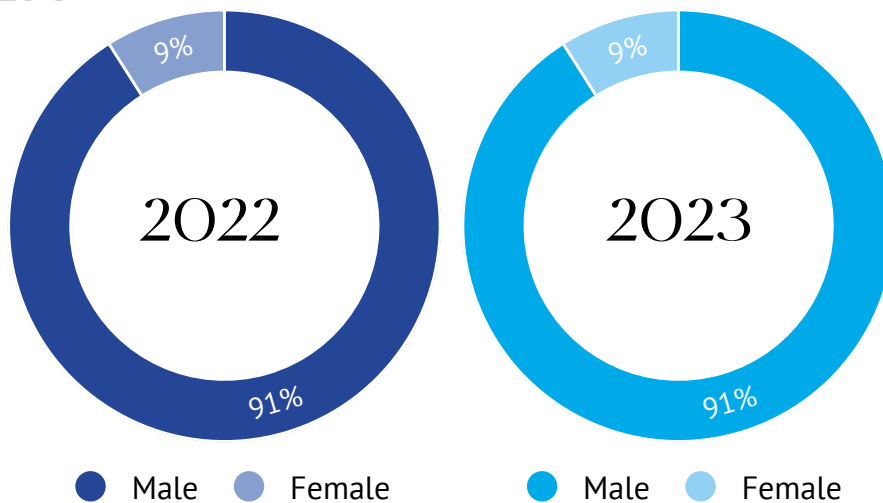
YEAR-ON-YEAR EMEA ANALYSIS

Our data shows that the poor gender balance in EMEA shows no sign of shifting, that the levels of promotion into partnership are similarly unchanged. The breath of specialisms for Partners had narrowed from six to four in a year, with an increase seen in the desire to hire Partners with a focus on Deal Strategy and Transformation.

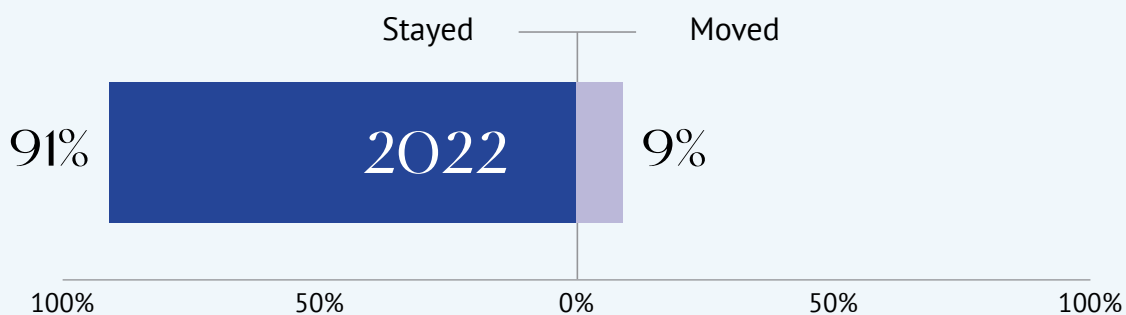
MARKET FOCUS



GENDER

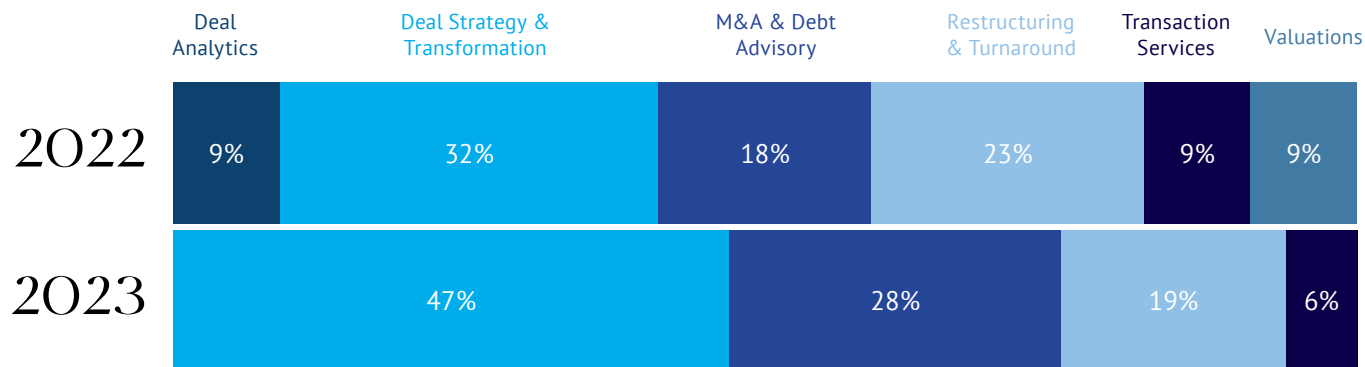


RETENTION RATE



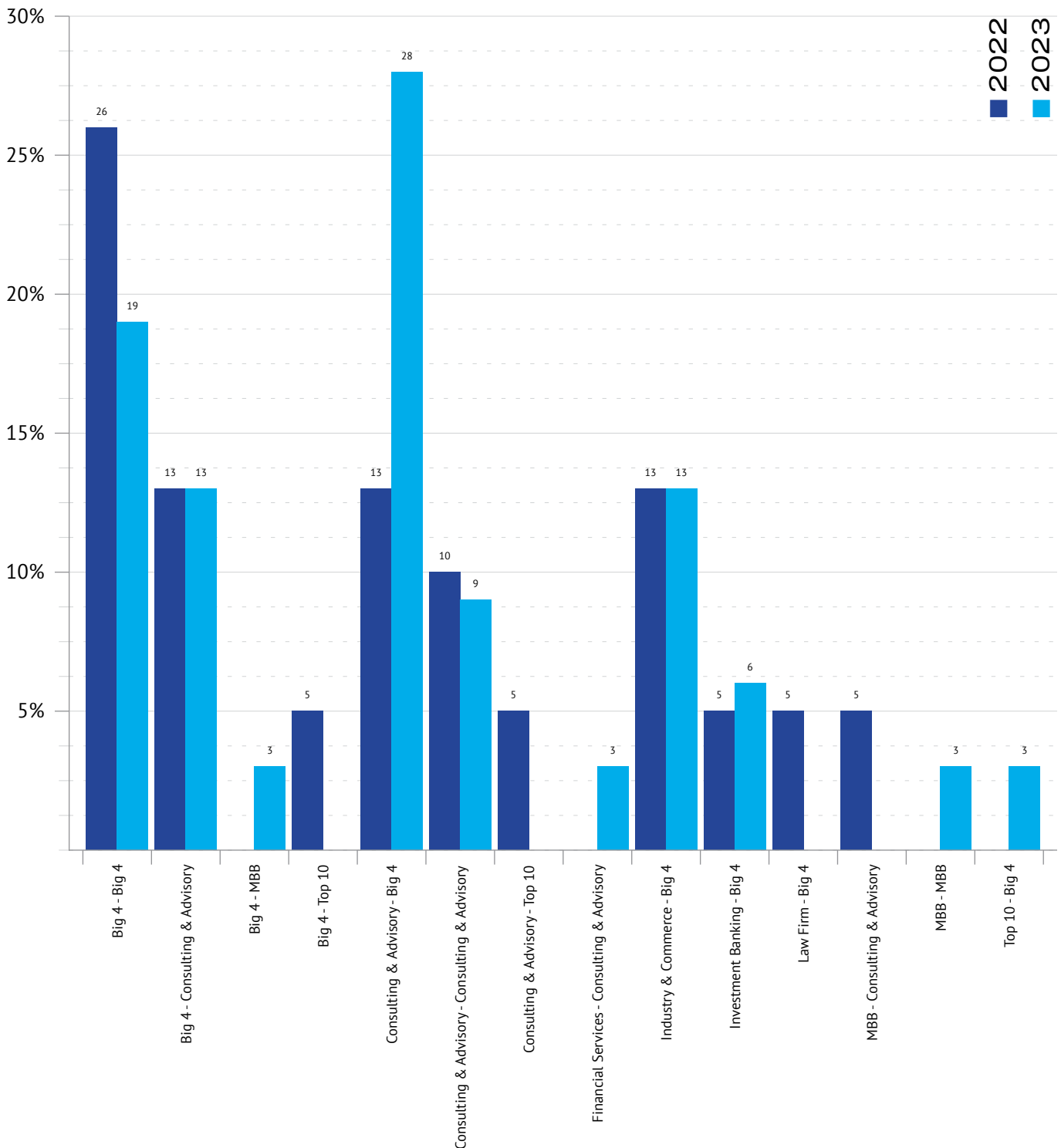
The retention rate has been tracked for the first 12 months post hire.

SPECIALISMS

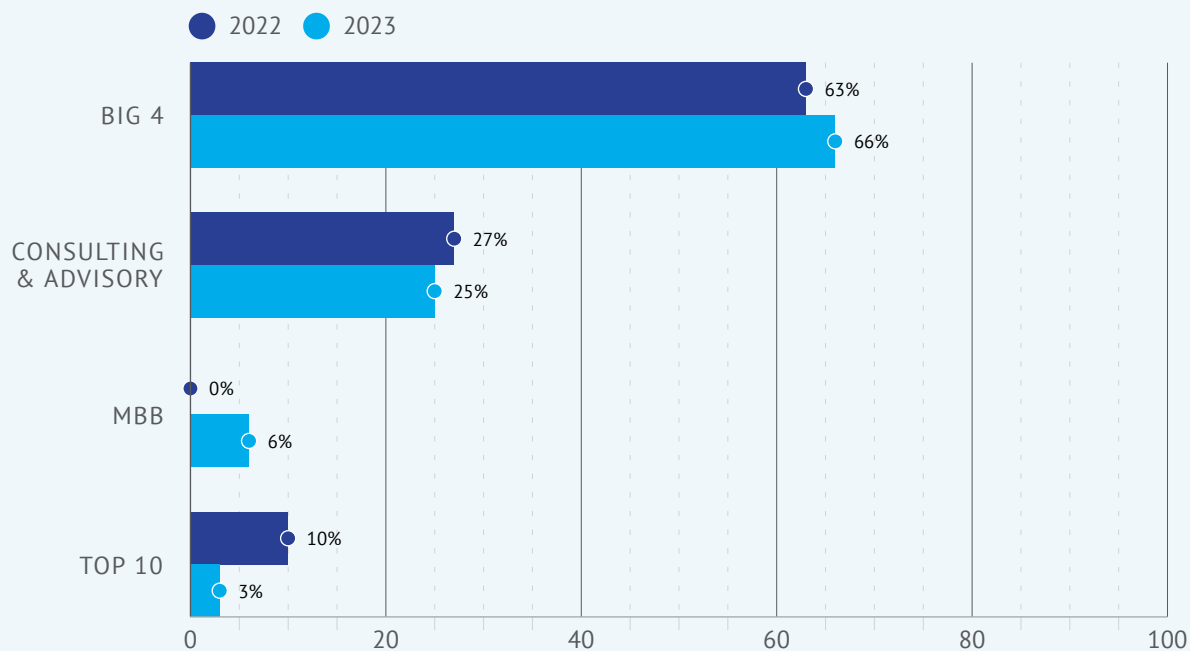


YEAR-ON-YEAR EMEA ANALYSIS

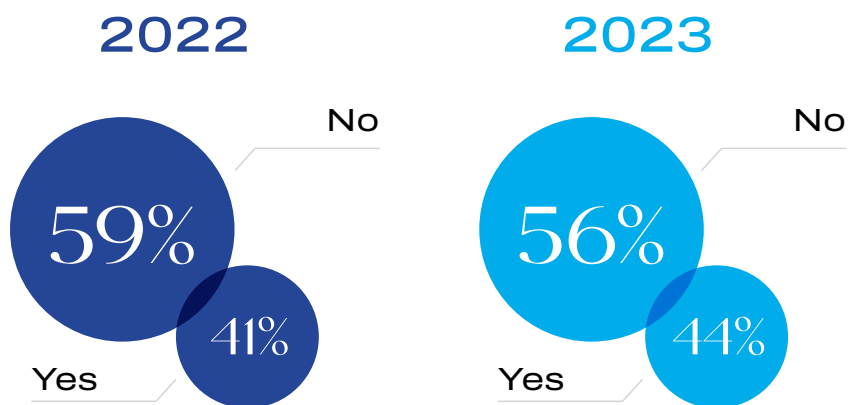
TYPE OF MOVE



TYPE OF FIRM



PROMOTION



EMEA PROFILES

	 PREVIOUS EMPLOYER	 SPECIALISM	 LOCATION
AGNIESZKA ZIELINSKA EY PARTNER	Deloitte	Transaction Services	Warsaw
AVIHAI MICHAELI PwC PARTNER	Self-Employed	M&A & Debt Advisory	Tel Aviv
BART DECKERS EY PARTNER	Roland Berger	Deal Strategy & Transformation	Brussels
CHRISTOPH WINTER AlixPartners PARTNER	Allianz	Deal Strategy & Transformation	Munich
CHRISTOPHE REVEILLON Deloitte PARTNER	Oakline	M&A & Debt Advisory	Paris
DANIELA BARATTO Deloitte PARTNER	Elia	M&A & Debt Advisory	Brussels
DR. ARNDT KAMINSKI McKinsey & Company PARTNER	Bain & Company	Deal Strategy & Transformation	Munich
DR. MATHIAS REIF Grant Thornton PARTNER	Deloitte	M&A & Debt Advisory	Cologne
ESTHER LIESENBERG AlixPartners PARTNER & MANAGING DIRECTOR	Strategy&	Deal Strategy & Transformation	Frankfurt
FADI CHEBLI EY-Parthenon PARTNER	Bartle	Deal Strategy & Transformation	Paris
FRANCOIS ENGEL KPMG PARTNER	Atos	M&A & Debt Advisory	Paris
HASAN SHAFI EY-Parthenon PARTNER	Arthur D. Little	Deal Strategy & Transformation	Dubai
HASSAN ALAMI KPMG PARTNER	PwC	Deal Strategy & Transformation	Riyadh
KAVEH TAGHIZADEH Deloitte PARTNER	KPMG	Deal Strategy & Transformation	Munich
KONSTA RUUTU Deloitte PARTNER	Terveystalo	M&A & Debt Advisory	Helsinki

	 PREVIOUS EMPLOYER	 SPECIALISM	 LOCATION
KONSTANTINOS PAPAZOGLOU EY-Parthenon PARTNER	Piraeus Bank	Deal Strategy & Transformation	Athens
MARCO ZEIDLER PwC PARTNER	DC Advisory	M&A & Debt Advisory	Frankfurt
MICHAEL LAREM AlixPartners PARTNER	Alvarez & Marsal	Restructuring & Turnaround	Frankfurt
MICHAEL SHCHERBAKOV PwC PARTNER	Deloitte	Restructuring & Turnaround	Doha
OLE CHRISTIAN SKJAKER McKinsey & Company PARTNER	PwC	Deal Strategy & Transformation	Oslo
PABLO KIMMIG EY-Parthenon PARTNER	Kearney	Deal Strategy & Transformation	Munich
PAOLO RINALDI AlixPartners PARTNER & MANAGING DIRECTOR	Studio Rinaldi	Restructuring & Turnaround	Milan
RAED MASRI FTI Consulting MANAGING DIRECTOR	PwC	Transaction Services	Riyadh
RALPH KASTEL PwC PARTNER	Accenture DACH	Deal Strategy & Transformation	Düsseldorf
RODRIGO RODRIGUEZ Alvarez & Marsal MANAGING DIRECTOR	EY-Parthenon	Deal Strategy & Transformation	Madrid
SERGIO MASIP EY-Parthenon PARTNER	FTI Consulting	Restructuring & Turnaround	Barcelona
STEFAN SMYTH Kroll MANAGING DIRECTOR	EY-Parthenon	Restructuring & Turnaround	Johannesburg
TOMASZ TONDERA EY PARTNER	Dom Development	M&A & Debt Advisory	Warsaw
VEIBHAV RENJEN EY-Parthenon PARTNER	KPMG	Deal Strategy & Transformation	Zurich
VINCENT VAN LIERE Alvarez & Marsal MANAGING DIRECTOR	Eight Advisory	Restructuring & Turnaround	Amsterdam
WILLEM SIX KPMG PARTNER	Zanders	M&A & Debt Advisory	Amsterdam

ASIA PACIFIC OVERVIEW





ASIA PACIFIC OVERVIEW

SPECIALISM

Asia Pacific is alone in having Transaction Services as the dominant specialism, accounting for 40% of Partners. The previous year's figure was barely different at 43%.

In another contrast with the US, UK and EMEA, half of the Partners moved to Consulting & Advisory Firms. The number was 38% in 2022, with the remainder moving to the Big 4.

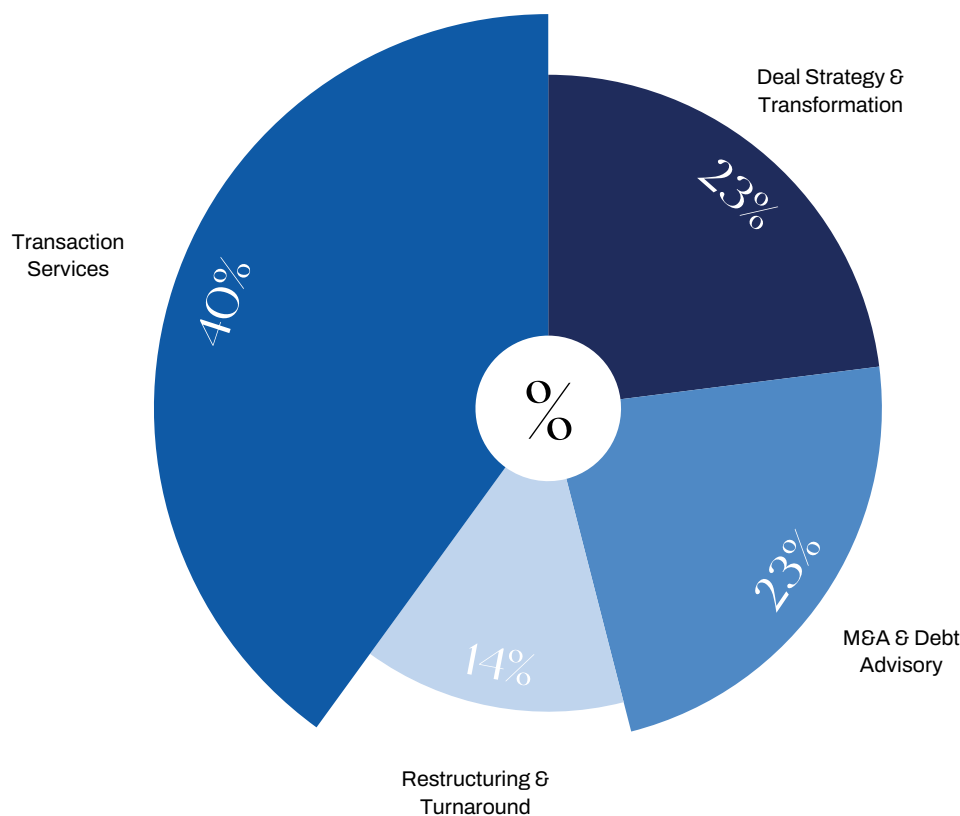
Nearly half (49%) of the hires took place in Australia, easily outstripping India (18%) and Singapore (14%). Across the region, 10 key locations were involved.

Unusually, we do not record any Partners moving to MBB firms in this region.

Some 82% of Partners participate in Private Equity, on a par with the UK's 83%.

In terms of promotions to partnership, the region also ranks second, with a rate of 45% to the UK's 58%.

Less promisingly, gender balance has moved in favour of males. From 14% in 2022, the share of female Partner hires has dropped to 9%.



LOCATION OF HIRE

AUSTRALIA
49%

CHINA
9%

JAPAN
5%

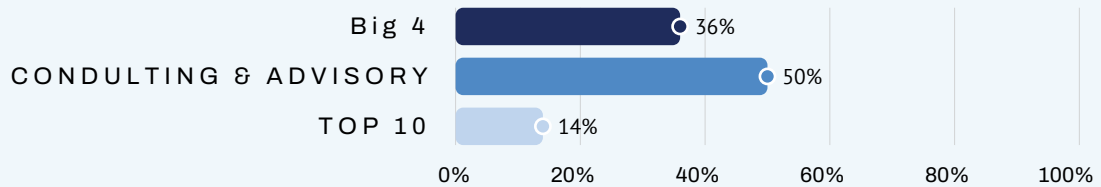
INDIA
18%

NEW ZEALAND
5%

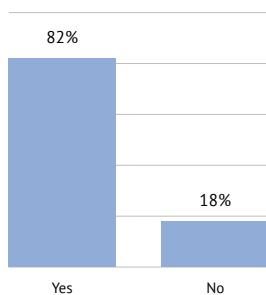
SINGAPORE
14%



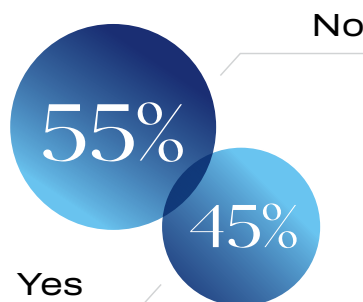
TYPE OF FIRM



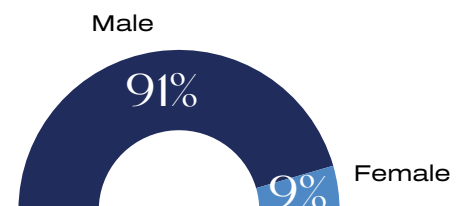
PRIVATE EQUITY



PROMOTION



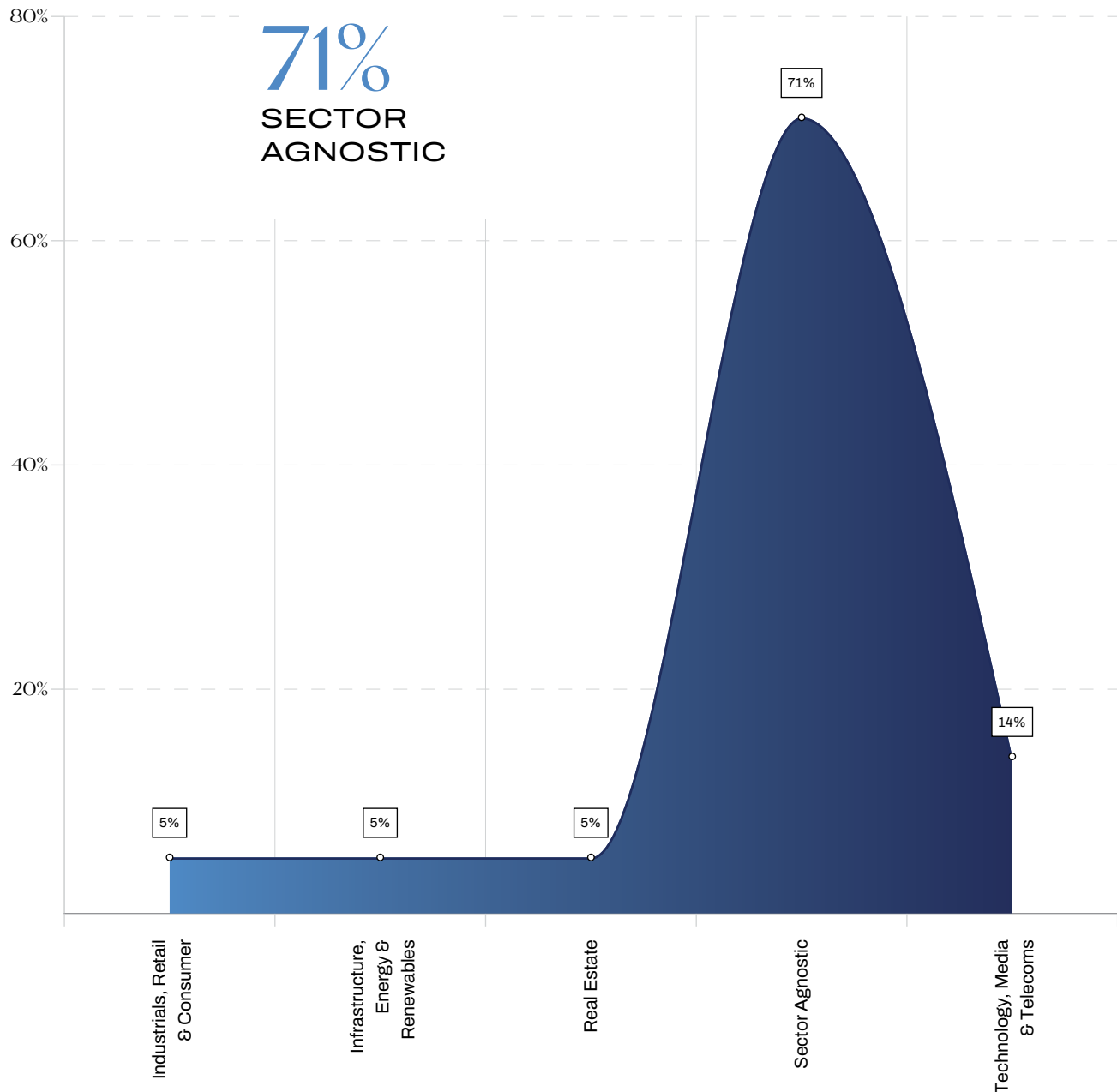
GENDER



ASIA PACIFIC OVERVIEW

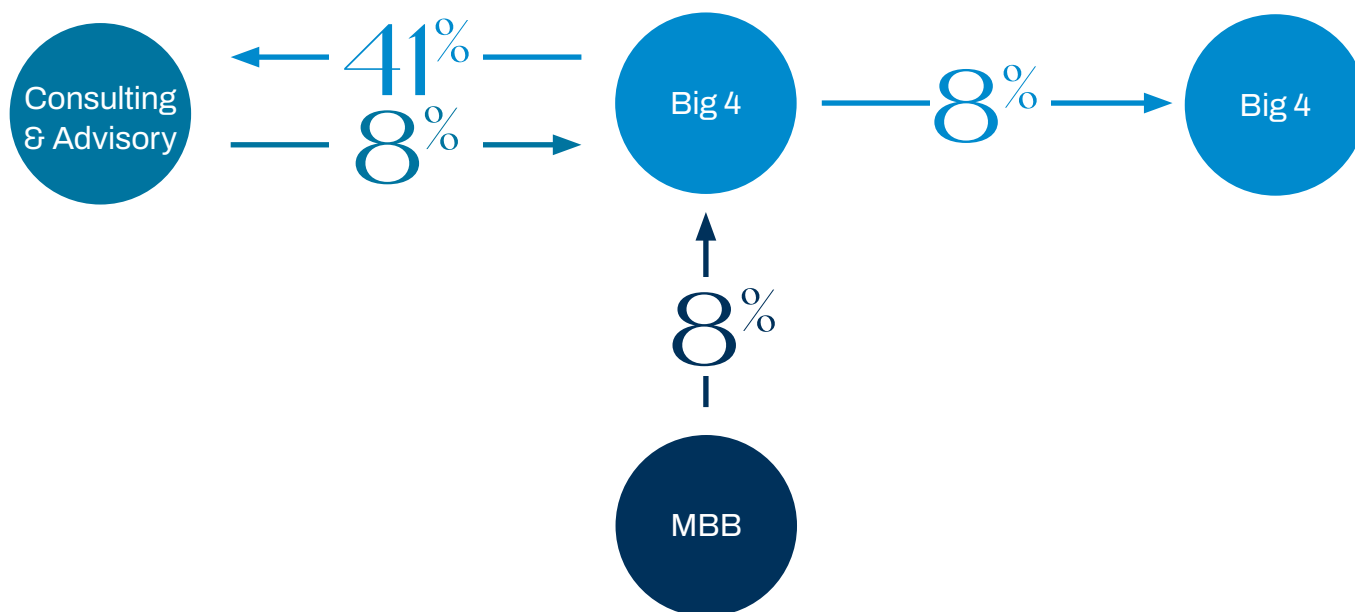
MARKET FOCUS

An overwhelming 71% of Partners have a Sector Agnostic focus in the region, rising from 62% previously. From a 5% share in 2022, the focus on Technology, Media & Telecoms has almost trebled to 14%. Precisely the opposite has happened to Infrastructure, Energy & Renewables.



TYPE OF MOVE

In other regions where similar patterns have followed suit from 2022, movements for Partners in the Asia Pacific region have been significantly different. At 41%, moves into Consulting & Advisory Firms from the Big 4 have dominated, showing a rise of 27% on 2022's figure. Only in North America, where 26% of Partners followed this route, was a similar move of comparable size recorded. Collectively in Asia Pacific, moves into Consulting & Advisory totalled 51%, the highest of all the regions. Similarly, the region saw the most moves (8%) from MBB into the Big 4. Moves between Big 4 firms fell by 20% compared to 2022, resulting in a surprisingly small 8%. In addition, moves between Consulting & Advisory Firms have halved to 5%. It is also worth noting that moves from Industry & Commerce to the Big 4 (10% in 2022) and Consulting & Advisory (14% in 2022), were not seen in 2023.



Moves that are 5% or less

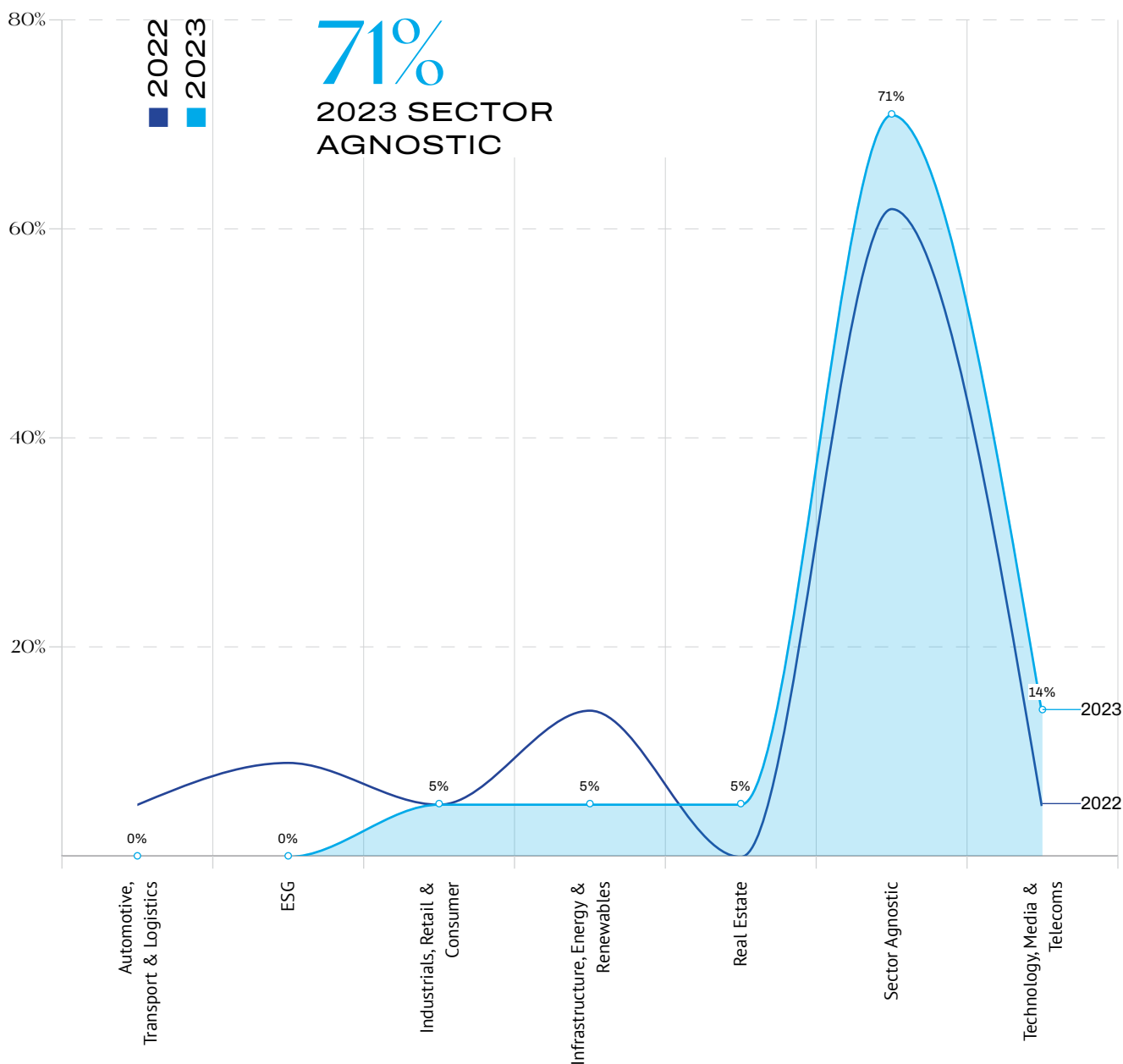
Big 4 - Top 10	5%
Consulting & Advisory - Consulting & Advisory	5%
Consulting & Advisory - Top 10	5%
Financial Services - Big 4	5%
MBB - Consulting & Advisory	5%
Private Equity - Big 4	5%
Private Equity - Top 10	5%

YEAR-ON-YEAR ASIA PACIFIC ANALYSIS

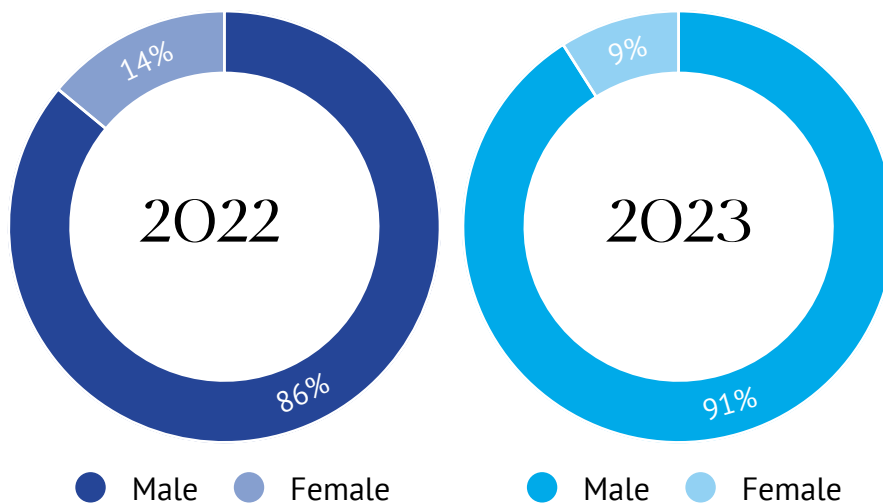
The most significant changes in the region relate to the firms that are attracting Partners which has shifted from a clear majority joining Big 4 firms in 2022 to Consulting and Advisory firms in 2023. Coupled with this, when tracking where Partners are moving to and from which has also seen material changes over the last 12 months.

Specialisms have stayed more or less as they were, while previous market focuses, specifically ESG and Automotive, Transport & Logistics, failed to materialise in the 2023 data.

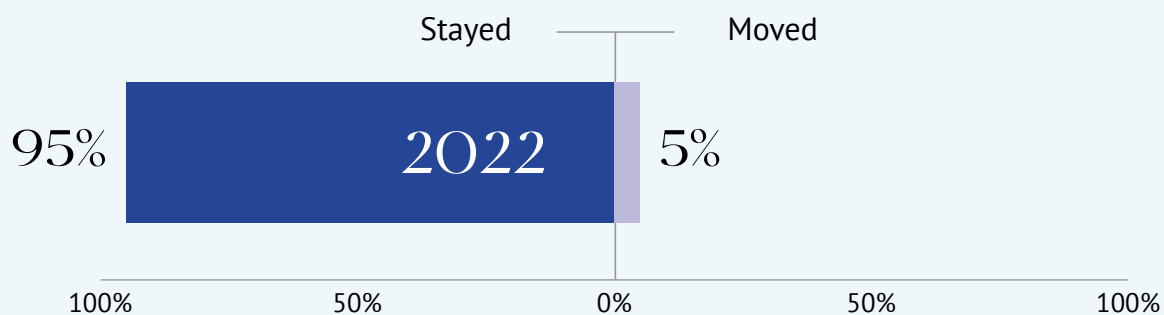
MARKET FOCUS



GENDER

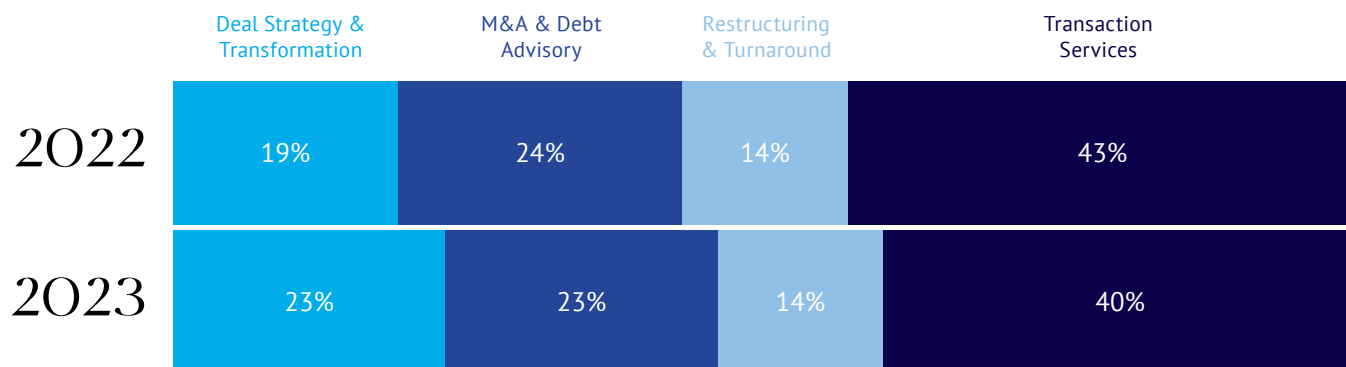


RETENTION RATE



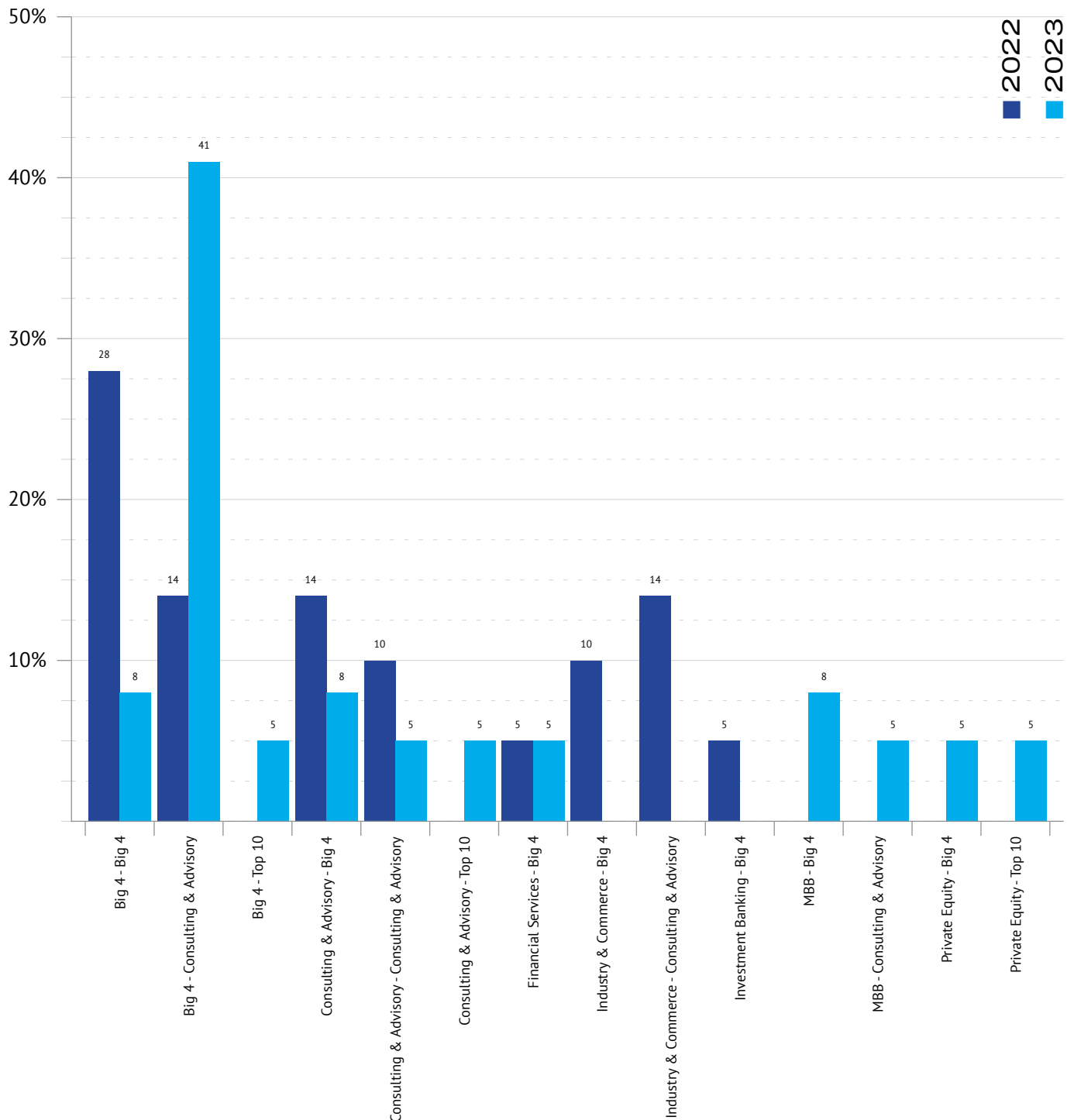
The retention rate has been tracked for the first 12 months post hire.

SPECIALISMS

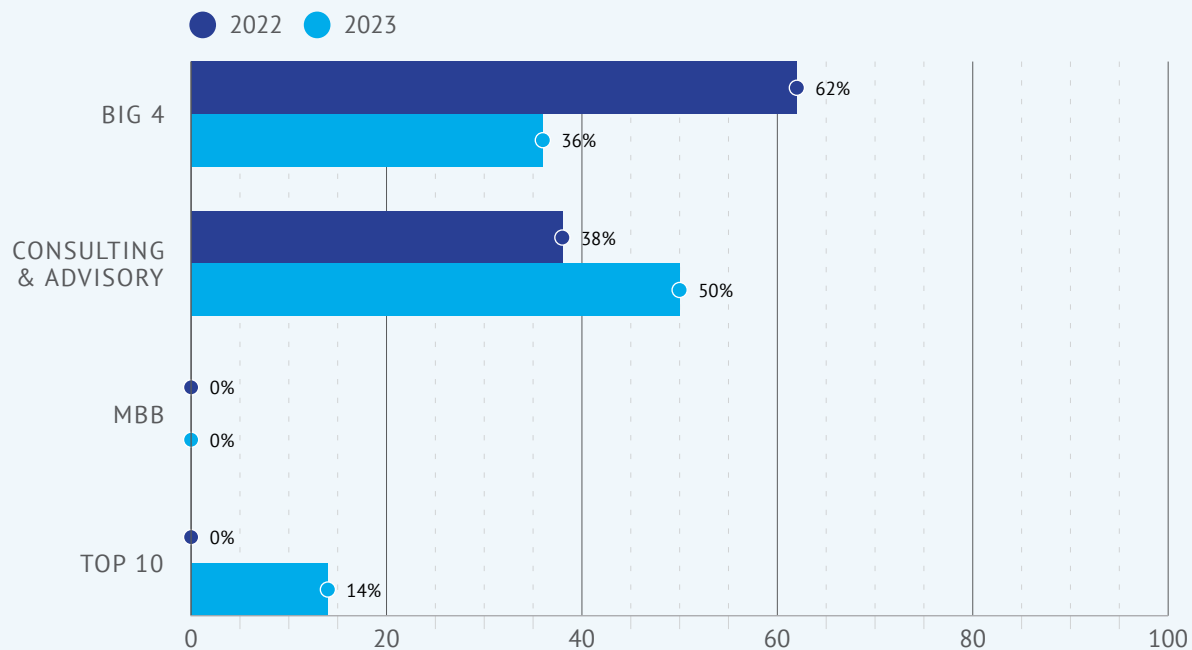


YEAR-ON-YEAR ASIA PACIFIC ANALYSIS

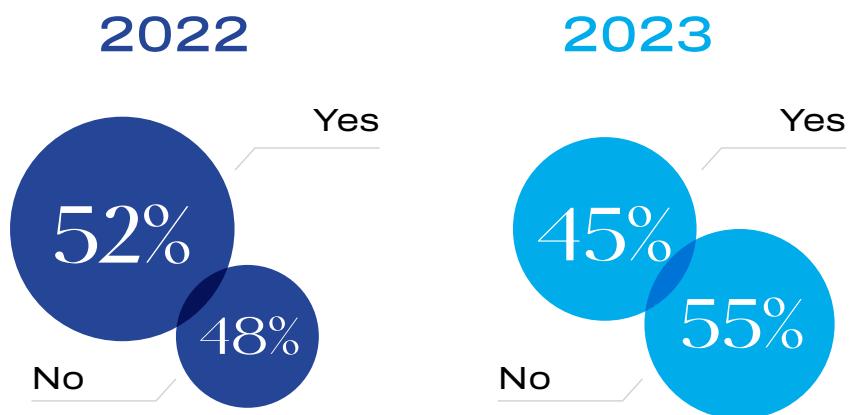
TYPE OF MOVE



TYPE OF FIRM



PROMOTION



ASIA PACIFIC PROFILES

	 PREVIOUS EMPLOYER	 SPECIALISM	 LOCATION
ANANTH SUBRAMANIAN PwC PARTNER	KPMG	Transaction Services	Bengaluru
ANDY CAWTHRON BDO PARTNER	GreenMount Advisory	Transaction Services	Melbourne
ATUL JAIN EY-Parthenon PARTNER	Boston Consulting Group	Deal Strategy & Transformation	Singapore
BONNIE XIN Alvarez & Marsal MANAGING DIRECTOR	EY	Transaction Services	Shanghai
DAVID SAVAGE Alvarez & Marsal MANAGING DIRECTOR	KPMG	Transaction Services	Sydney
DAVID WILLIS Alvarez & Marsal MANAGING DIRECTOR	KPMG	Transaction Services	Sydney
DOUG HOUSTON Alvarez & Marsal MANAGING DIRECTOR	KPMG	Transaction Services	Sydney
HAYDEN WHITE FTI Consulting SENIOR MANAGING DIRECTOR	KPMG	Restructuring & Turnaround	Perth
JAYANT MENON PwC PARTNER	EY	M&A & Debt Advisory	Mumbai
LUKE ANDREWS BDO PARTNER	Deloitte	Restructuring & Turnaround	Melbourne
MARK PEARCE KPMG PARTNER	Ascentro Capital Partners	M&A & Debt Advisory	Auckland

	 PREVIOUS EMPLOYER	 SPECIALISM	 LOCATION
MARK SCHIAVELLO Alvarez & Marsal MANAGING DIRECTOR	KPMG	Transaction Services	Melbourne
NICK MCGLEW KPMG PARTNER	Euroz Hartleys Limited	M&A & Debt Advisory	Perth
PATRICK BANCE AlixPartners PARTNER AND MANAGING DIRECTOR	Kroll	Restructuring & Turnaround	Singapore
ROBYN ANNETT KPMG PARTNER	Credas Solutions	Deal Strategy & Transformation	Sydney
RUNALD LI Alvarez & Marsal MANAGING DIRECTOR	EY	Transaction Services	Shanghai
STEVEN SHIRTLIFF Alvarez & Marsal MANAGING DIRECTOR	KPMG	Transaction Services	Sydney
SWAPNIL DEORUKHAKAR PwC PARTNER	Mahindra Finance	M&A & Debt Advisory	Mumbai
TIMO SCHMID Alvarez & Marsal MANAGING DIRECTOR	Boston Consulting Group	Deal Strategy & Transformation	Melbourne
VIRAL MEHTA Grant Thornton PARTNER	Edelweiss Alternative Asset Advisors	M&A & Debt Advisory	Mumbai
YUSUKE AIBA AlixPartners PARTNER	PwC	Deal Strategy & Transformation	Tokyo
ZEE FAKIER EY PARTNER	McKinsey & Company	Deal Strategy & Transformation	Singapore

NAVIGATING NEW LEADERSHIP

Helen Cowan, Founder of The Tall Wall



Within the world of professional services, lateral hire Directors and Partners often present a unique opportunity to turbo charge growth in a team or organisation. They bring extensive experience, knowledge, new connections and, often, a book of business that together make a compelling case for recruiting externally.

However, multiple studies⁽¹⁾ tells us that the integration of lateral hires into leadership roles can be risky and costly, with some failing to meet the high expectations set for them. There can be huge personal disappointment, frustration and confusion for the individual, coupled with a desire to keep trying and make it work, whatever the cost. At best this can lead to a much longer, more troubled integration period, and at worst sustained underperformance and, ultimately, exit.

Most firms support newly-promoted internal Directors and Partners with coaching, training and mentoring; few do the same for lateral hires who are arguably much higher-stake additions to the firm. Unlike their internally promoted counterparts, external hires often lack the structured support systems needed to navigate the complexities of the firm and their new role. Assumptions are often made, but go untested, around how a lateral hire will integrate within the culture, pick up the nuances of “how things get done around here” and navigate the complexities of a matrix structure.

As executive coaches specialising in professional services, we see time and again how the journey of a lateral hire can be a particularly frustrating one for both the individual and the firm. The range of issues we see lateral hires grappling with include:

- Navigating Partner or team politics and finding their place within these
- Managing expectations, both those held by the firm, as well as their own
- Having immediate presence and impact within the Partnership
- Building new internal relationships
- Tuning into the culture of the firm and their team
- Identifying blind spots and mitigating their impact
- Maintaining a balance between work and home responsibilities
- Establishing a new identity and personal brand
- Approaching honest or difficult conversations, especially when things are not working

In response to this we developed a programme of coaching specifically for lateral hires, that involves both the individual and their sponsor. The programme consists of 6-8 sessions with a specialist executive coach who, pre-coaching, worked in professional services and so understands first-hand the particular challenges of this environment. The sessions are timed to suit the individual, and are usually weighted towards the first 100 days, with room for reflection several months in role.

Key elements of this programme that we know make a difference include:

Start early

We believe coaching for this population is most effective when it starts preferably before day one in role. This allows the coachee the reflective space to plan their entry and pay attention to the more nuanced critical success factors. The aim in starting early is to equip the Partner to “hit the ground running”.

Involve the sponsor

We also advocate for at least one tripartite conversation with the sponsoring Partner, to help align expectations and encourage honest exchanges about what is required from both sides. Often, we notice that senior lateral hires fail to ask fundamental questions around expectations or hold back from asking for support to, for example, broaden their internal network. These are issues that as coaches we can skilfully raise in a tripartite conversation. We can also tease out concerns on both sides that may, on the surface, feel too trivial to mention, but can have significant consequences later down the line.

Conduct 360° feedback

Typically six months in role, we run a bespoke feedback process. Most organisations are not well equipped to deliver the feedback that is badly needed to ensure a leader is operating at their potential more often than not. Gathering feedback from selected stakeholders via 1:1 conversations and delivered in a confidential thematic report is often the most highly-valued part of our programmes.

We find lateral hire Directors and Partners are operating at their learning edge, potentially into their stress zone as they integrate themselves into their new firm. Having the space to process what they are experiencing (the highs and the lows), being able to talk about their hopes and fears in a confidential and safe setting can prove invaluable in enabling them to be resourceful and purposeful as they establish themselves. Similarly, hiring firms want to have more honest conversations about expectations and having an external facilitator to aid these can make all the difference to the successful integration of a senior lateral hire.

If you would like to find out more about how The Tall Wall supports lateral hires in professional services please get in touch:

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www.thetallwall.com

1) Example studies include: www.lawjournalnewsletters.com/2020/03/01/lateral-hiring-7-reasons-why-law-firms-fail; 2018 Citibank and Hildbrandt Consulting; Simons HA, Global Lateral Hiring by The Numbers: A Look Behind the High 5-Year Attrition Rate, American Lawyer, 3 February 2017.



ABOUT THE TALL WALL

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My coach was an intelligent sounding board, asking the right questions and helping me to develop the right ideas and options, with support of a clear reference for success.”

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The Tall Wall understands only too well the demands of our sector, making them a true expert in their field.”

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"Thanks to the expertise of Wilkinson Partners, we were able to fill our senior leadership position effectively and with a top-tier candidate. Their personalised approach and deep understanding of professional services made all the difference. Highly recommended!"

"Working with Wilkinson Partners was a game-changer for our hiring process. Their team took the time to understand our company culture, values, and specific needs, resulting in finding candidates who were exceptionally talented but also aligned with our ethos. Their dedication to excellence and commitment to client satisfaction are truly commendable."

"Wilkinson Partners demonstrated professionalism, integrity, and a genuine desire to help us succeed. Their proactive approach and attention to detail ensured a seamless experience, and the calibre of candidates they presented were outstanding."

"Choosing Wilkinson Partners was one of the best decisions we made for our talent acquisition strategy. Their team's knowledge, network, and innovative approach set them apart."

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