



Defining
Decisions in
Leadership

CEO Outlook

IESF

INTERNATIONAL
EXECUTIVE
SEARCH
FEDERATION

2026

info@iesf.com
www.iesf.com

Table of Contents

Preface	03	Executive Summary	04
Data & Methodology	06	Global Trends and Challenges for 2026	07
CEO Priorities 2025 vs 2026	10	Regional Perspectives	12
Industry Specific Priorities	17	Acknowledging our Partners	21
About IESF	23		

Preface



Gertjan van de Groep

President IESF & Managing Director

Van de Groep & Olsthoorn Executive Search

The Netherlands

As President of IESF, I am pleased to present the CEO Outlook 2026. This study marks the second consecutive year in which we have explored the perspectives of CEOs across industries and geographies: a deliberate decision.

Last year's study confirmed what we see every day in our work: the role of the CEO continues to grow in complexity. Economic uncertainty, geopolitical developments, rapid technological change and ongoing talent challenges shape the context in which leaders must operate. Repeating this research allows us to track shifts in priorities and gain deeper insight into how CEOs are navigating what lies ahead. The strength of this study lies in its foundation of real conversations. The insights presented are based on direct dialogues with CEOs who are making critical decisions under pressure. Their perspectives offer a clear view of evolving leadership expectations and strategic priorities.

For us as executive search professionals, these insights are highly relevant. Our work goes beyond filling roles. We advise boards, support leadership transitions and help organizations build executive teams fit for the future. Understanding the realities CEOs face today enables us to do this work with greater relevance and impact. Across our global partnership, common themes emerge regardless of region or industry. CEOs are balancing short-term performance with long-term resilience while reassessing leadership structures and decision-making. These are the areas where executive search and leadership advisory add meaningful value.

This study reflects the strength of IESF's global collaboration. I would like to sincerely thank all partners who contributed their time and insights by engaging in meaningful conversations with CEOs across their networks. Your commitment is what gives this report its depth and credibility. I hope this CEO Outlook 2026 provides valuable perspectives and supports informed dialogue among CEOs, boards, and leadership advisors.

The Global CEO Outlook 2026

presents a leadership landscape shaped by structural volatility, tighter execution conditions, and a noticeable shift in how CEOs frame success. Drawing on **909 CEO interviews across 23 countries**, the findings point to an increasingly aligned global agenda centered on **discipline, adaptability, and performance resilience**. Across industries and geographies, uncertainty is no longer viewed as episodic disruption, but as an embedded characteristic of the business environment.

Our Mission

Through the IESF Global CEO Outlook 2026, our mission is to provide clarity, enable strategic dialogue, and translate CEO perspectives into actionable insight.

1

Create clarity: deliver structured, data-driven insight into the forces shaping leadership, strategy, and execution.

2

Enable dialogue: Support informed decision-making at the CEO and board level.

3

Drive relevance: transform executive perspectives into practical understanding that strengthens resilience and performance.

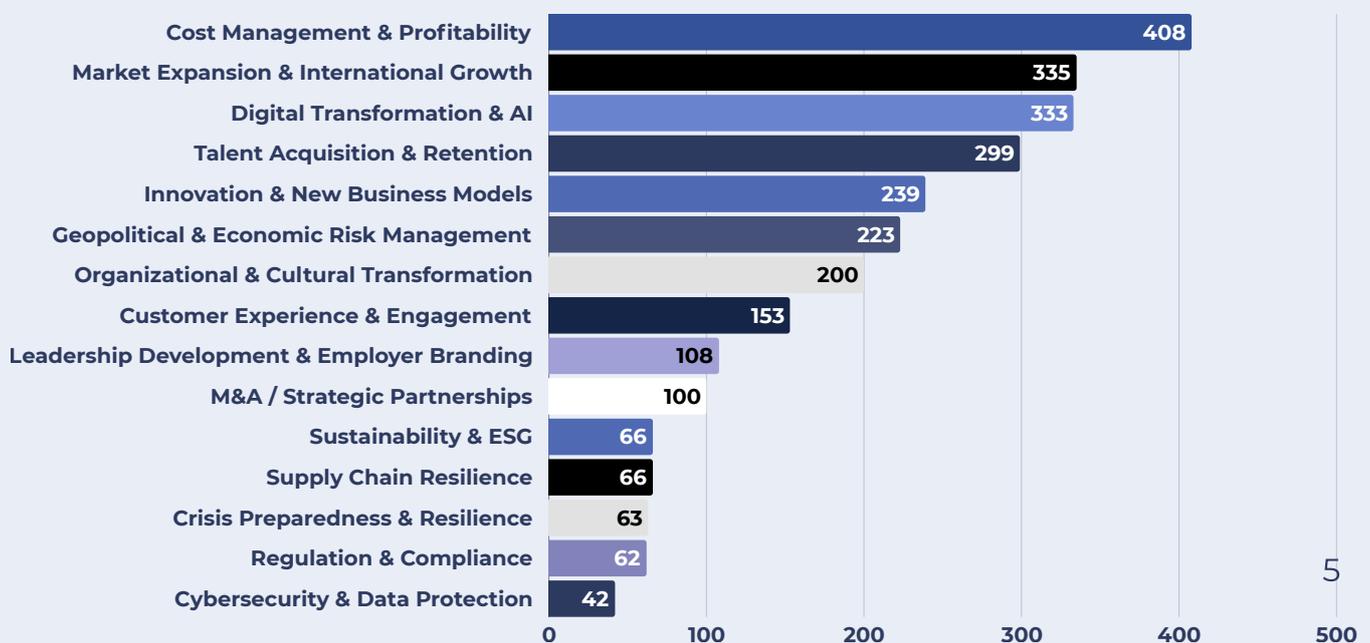
Executive Summary

Within this context, **financial discipline** has taken on a more structural role. **Cost management and profitability** are consistently positioned as the foundation for strategic flexibility, sustained investment, and long-term competitiveness. **Growth remains a defining ambition**, though its tone has evolved. CEOs pursue expansion with greater selectivity, balancing opportunity with execution capacity, organizational readiness, and financial resilience. Scale alone is no longer the primary objective; **sustainable value creation and controlled progress** increasingly define strategic intent.

Digital transformation and AI are firmly embedded in operational strategy. Rather than being viewed as standalone initiatives, technology is increasingly positioned as core infrastructure supporting efficiency, scalability, transparency, and decision quality. The narrative has shifted from rapid adoption to **disciplined and measurable utilization**. Digital capabilities are now understood less as transformation programs and more as essential enablers of performance, control, and competitive stability.

At the same time, **talent has emerged as the defining constraint on execution**. Leadership capability, skills availability, and workforce stability increasingly shape whether strategic ambitions in growth, innovation, and transformation can be realized. For many CEOs, the challenge is no longer determining direction but ensuring that organizations can deliver consistently under pressure. **Leadership in 2026 is defined by disciplined execution, continuous calibration, and the ability to perform in an environment where uncertainty is permanent.**

CEO Priorities: Number of Mentions



Data & Methodology

The CEO Outlook 2026 builds on the strong foundation established in last year's inaugural study, while further strengthening both the scale and the quality of the research. Compared to the previous edition, this year's study represents a clear step forward in participation, geographic reach, and depth of insight.

More IESF partners successfully participated in the research process, contributing to a record number of participating CEOs. In total, 909 CEOs participated in this edition, representing organizations from 23 countries and a diverse range of industries and market contexts. This broader participation enhances the robustness of the data and reinforces the relevance of the insights presented in this report.

The study was conducted over several months from October 2025 till January 2026, through a combination of structured interviews and in-depth conversations.

CEOs were asked to reflect on the three themes highest on their agenda for 2026, providing insight into where they intend to focus their strategic attention in the year ahead. This approach enables a clear comparison of priorities across regions and sectors, while also highlighting emerging patterns and common challenges.

Although the study is based on a consistent and structured set of questions, the interview format created space for nuance and context.

This made it possible to explore not only what CEOs prioritize, but also why certain themes are gaining importance and how leaders interpret their impact on their organizations.

Technology played a key role in supporting this process. Improved tools for coordination, data collection and analysis enabled closer collaboration across regions and ensured consistency throughout the study. These enhancements contributed to higher data quality, stronger comparability and more actionable global insights.

Together, these developments underline the continued evolution of the IESF CEO Outlook study. By combining data-driven rigor with trusted, relationship-based conversations, this research reflects the balance between analytics and human insight that defines IESF's approach to executive search and leadership advisory.



Global Trends and Challenges for 2026

The Global CEO Outlook 2026 highlights a clear and consistent leadership agenda emerging across markets. The findings indicate that while regional nuances persist, CEOs worldwide are aligning around a shared set of strategic priorities. These priorities are not isolated themes. Together, they reflect how CEOs are reshaping leadership, strategy, and execution in response to sustained uncertainty.

1. Financial Discipline as a Structural Leadership Requirement

Financial discipline stands out as the most embedded priority across the global CEO agenda. *Cost management and profitability* are not treated as short-term responses to economic pressure but as a permanent leadership responsibility.

CEOs consistently describe *margin protection, productivity improvement, and operational efficiency* as conditions for strategic freedom. Financial control enables investment, growth, and transformation. It is no longer viewed as defensive, but as a prerequisite for long-term competitiveness.

Across mature and emerging markets, the message is consistent. *Volatility is structural*. Financial resilience is therefore embedded in daily decision-making rather than addressed through periodic correction.

2. Growth Ambition with Clear Execution Boundaries

Growth remains a central ambition for CEOs heading into 2026. *Market expansion and international growth* continue to rank among the top priorities, signaling confidence and a forward-looking orientation.

However, the character of growth has changed. CEOs describe expansion as *selective, deliberate, and conditional*. *Growth initiatives are increasingly tied to execution capacity, organizational readiness, and financial resilience*.

Rather than pursuing scale at all costs, CEOs are focused on positioning their organizations to capture opportunities responsibly. Growth is pursued where control, stability, and long-term value creation can be maintained.

3. Digital Transformation as Operational Infrastructure

Digital transformation and AI are firmly embedded in the core of the CEO agenda. The qualitative insights show a clear shift in how technology is positioned.

Digital capabilities are no longer framed as visionary initiatives. They are treated as operational infrastructure. AI, automation, and data-driven tools support efficiency, scalability, transparency, and decision quality.

Technology investments are closely linked to cost control, risk mitigation, and execution speed. Digital maturity is no longer a differentiator. *It is a baseline requirement for competitive participation.*

4. Talent as the Primary Constraint on Execution

Talent acquisition and retention continue to rank among the most critical global priorities. CEOs increasingly describe talent not as an HR topic, but as the main limiting factor in execution.

Access to skills, leadership capacity, and organizational capability determines whether digital transformation, growth, and innovation can be delivered. Retention, development, and leadership quality are therefore central to strategy execution.

This shift signals a broader change in CEO thinking. Strategy formulation is no longer the primary challenge. Execution capacity has taken its place.

5. Adaptability Over Disruption

Innovation and organizational transformation occupy a distinct middle layer within the global CEO agenda. Rather than pursuing radical disruption, CEOs consistently emphasize adaptability as the more sustainable path forward.

Innovation is framed in pragmatic terms. *Enhancing market relevance, evolving business models, and responding to changing customer expectations take precedence over speculative or transformative shifts.* The focus lies on applied progress rather than experimentation for its own sake.

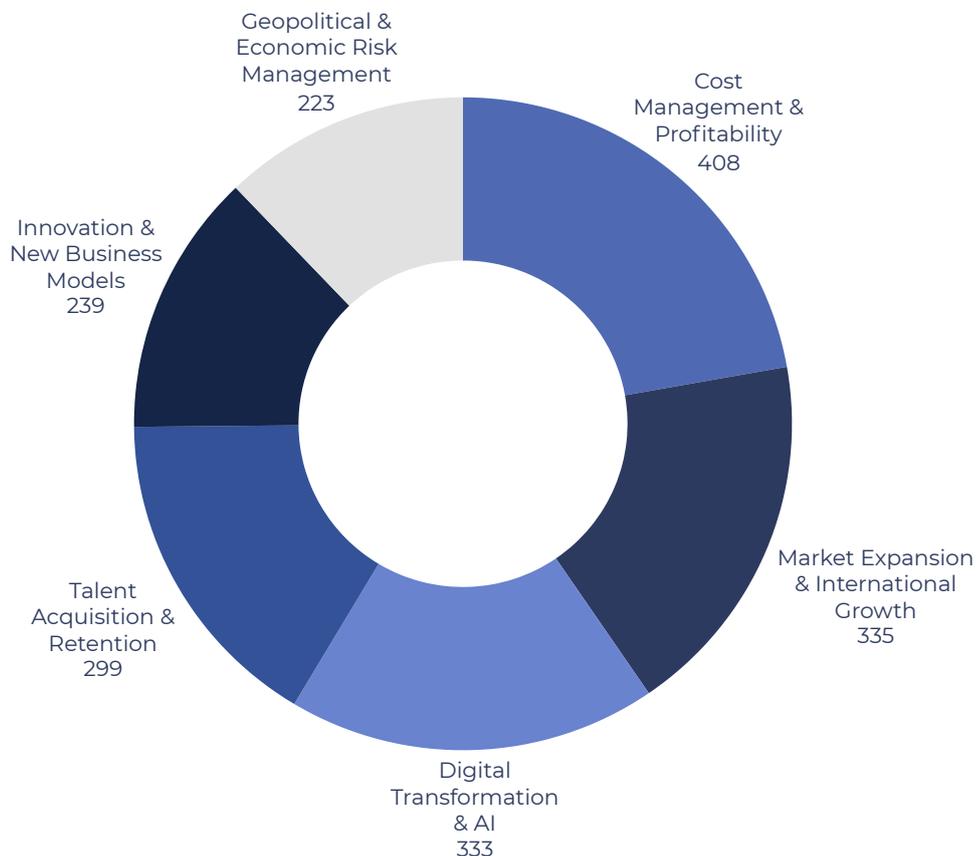
Organizational transformation plays a complementary role. Structures, cultural dynamics, and ways of working are refined to support execution and performance. Cultural change is therefore positioned primarily as an enabler of strategic delivery, not as an objective in isolation.

6. Risk Awareness as a Constant Strategic Context

Geopolitical and economic risk management continues to function as a consistent strategic backdrop across regions. Although rarely identified as the single top priority, risk awareness clearly influences decision-making, particularly in relation to timing, sequencing, and investment thresholds.

CEOs increasingly accept uncertainty as a structural condition of the business environment. Rather than seeking to eliminate risk, leaders emphasize resilience, flexibility, and strategic optionality. The focus lies on designing organizations and strategies capable of absorbing volatility while sustaining performance.

Taken together, these trends point to a converging global CEO mindset for 2026. Leaders combine financial discipline with selective growth, embed technology as operational infrastructure, prioritize execution capacity through talent and organizational readiness, and maintain heightened risk awareness without sacrificing strategic ambition. The emphasis has shifted from reacting to individual disruptions toward strengthening underlying capabilities. Leadership in 2026 is characterized by disciplined execution, continuous adaptation, and resilience by design.



CEO Priorities 2025 versus 2026

A comparison between the CEO Outlook 2025 and the 2026 edition shows both continuity and clear evolution. Core priorities remain largely consistent, but the way CEOs frame and approach these themes has become more structured and deliberate. The shift is less about changing direction and more about maturity. What was emerging and reactive in 2025 has become embedded and execution focused in 2026.

Key Differences Between 2025 and 2026

From reactive cost pressure to structural financial discipline

In 2025, cost management was largely framed as a response to external pressures such as inflation, supply chain disruption, and economic uncertainty. By 2026, this perspective has shifted. Cost management and profitability are positioned as enduring leadership responsibilities and as prerequisites for strategic flexibility.

Financial discipline is no longer viewed as corrective. It is increasingly embedded as a governance principle supporting investment capacity, growth, and long-term resilience.

From digital acceleration to digital normalization

In the 2025 study, digital transformation and AI were closely associated with urgency and acceleration, with CEOs emphasizing rapid adoption and catching up. In 2026, this narrative has stabilized.

Digital capabilities are now more commonly treated as operational infrastructure rather than transformational ambition. This reflects the normalization of AI and digital tools, where value is derived from consistent application and effective utilization, supporting efficiency, scalability, and execution quality.

From strategic definition to execution capacity

The 2025 edition placed strong emphasis on defining strategic priorities. In 2026, the focus shifts toward delivery. Talent availability, leadership capability, and organizational readiness are more explicitly recognized as limiting factors. CEOs appear less concerned with setting direction and more focused on whether their organizations can execute effectively under complex and resource-constrained conditions.

Key Similarities Between 2025 and 2026

Growth remains a central ambition

Across both editions, growth and international expansion remain core elements of the CEO agenda. While the tone in 2026 is more selective and conditional, the outward orientation persists. CEOs continue to pursue diversification and international opportunities, even amid uncertainty.

Geopolitical and economic uncertainty as a constant backdrop

In both 2025 and 2026, CEOs demonstrate strong awareness of geopolitical and macroeconomic risk. In neither edition does uncertainty dominate the agenda. Risk consistently functions as a contextual factor shaping decisions rather than as a standalone strategic priority.

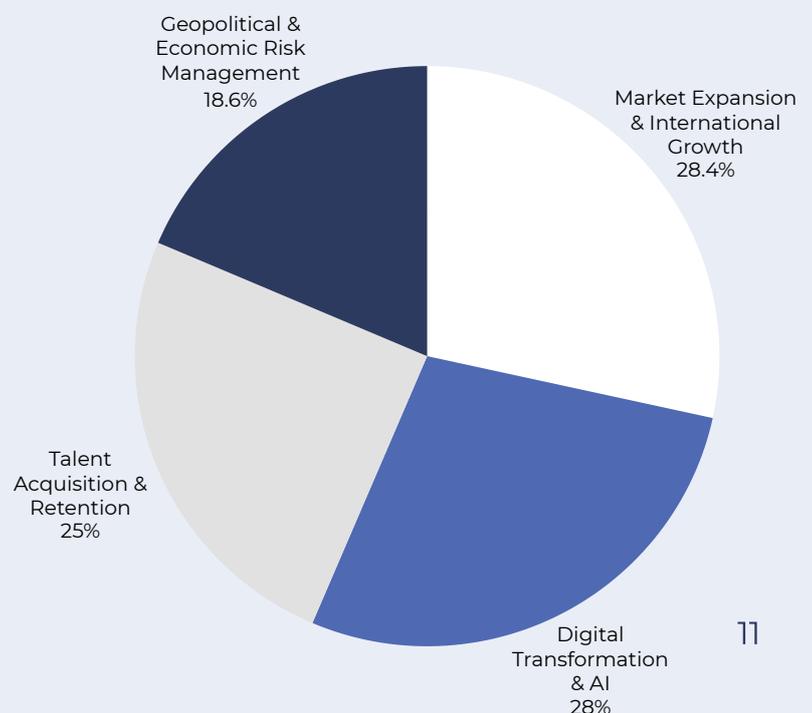
Technology and talent as interconnected enablers

Both studies underline the close link between digital transformation and talent. In 2025, this connection emerged as a growing concern; in 2026, it is articulated more explicitly. Technology-driven strategies continue to depend on skills, leadership, and organizational capability.

Themes once shaped by reaction and acceleration are now embedded more firmly in day-to-day management and execution. CEOs place increasing emphasis on building organizations capable of delivering consistent performance in a business environment where uncertainty is no longer the exception, but the norm.

The transition from 2025 to 2026 reflects consolidation rather than disruption. While the core CEO agenda remains largely intact, the leadership mindset surrounding these priorities continues to evolve.

Structural Continuity In CEO Priorities



Regional Perspectives

EMEA (Europe, Middle East & Africa)

Across EMEA, CEO priorities for 2026 are shaped by structural cost pressure, regulatory complexity, and heightened geopolitical sensitivity. Compared to other regions, leaders in EMEA tend to approach strategy with a strongly execution-oriented and governance-driven mindset. Ambition is clearly present, yet consistently balanced against financial discipline, organizational readiness, and risk awareness.

Overall, the region aligns closely with global trends, particularly in cost management, digital transformation, and talent constraints. At the same time, the interpretation of these themes reflects the maturity and institutional density characteristic of many EMEA markets.

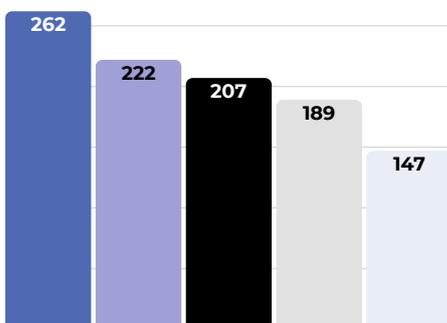
Key themes across EMEA include:

- Cost Management & Profitability as a structural anchor rather than a short-term response
- Digital Transformation & AI focused on modernization, efficiency, and control
- Talent Acquisition & Retention as a constraint on execution capacity
- Selective market expansion, more often framed as diversification than acceleration
- Geopolitical and regulatory risk awareness influencing timing and investment decisions

Within this shared framework, clear differences emerge at the subregional level.

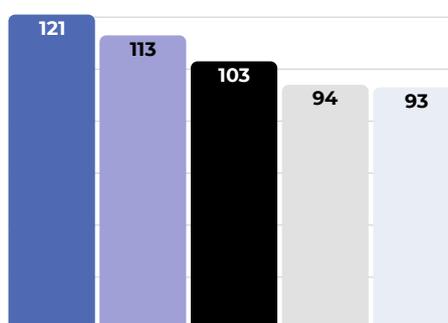
EMEA

- Cost Management & Profitability
- Market Expansion & International Gr...
- Digital Transformation & AI
- Talent Acquisition & Retention
- Innovation & New Business Models



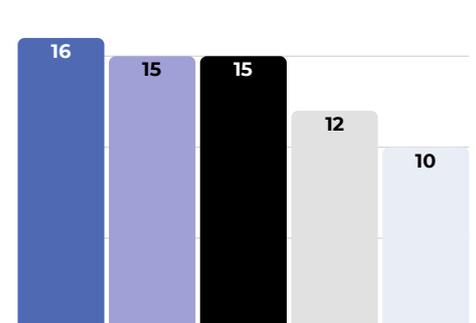
Americas

- Cost Management & Profitability
- Geopolitical & Economic Risk Manag...
- Digital Transformation & AI
- Talent Acquisition & Retention
- Market Expansion & International Gro...



APAC

- Cost Management & Profitability
- Digital Transformation & AI
- Market Expansion & International Gro...
- Customer Experience & Engagement
- Innovation & New Business Models





Nordics (Denmark, Sweden)

Nordic CEOs combine outward-looking growth ambitions with a distinctly long-term strategic horizon. International expansion and partnerships feature prominently, supported by disciplined financial management rather than defensive cost control. Digital transformation is closely aligned with scalability and competitiveness, while sustainability is largely embedded within strategic decision-making instead of being positioned as a standalone priority.

Denmark demonstrates a particularly strong international orientation, with growth and scalability shaping the core agenda. Sweden places relatively greater emphasis on customer experience, organizational culture, and competitive differentiation within mature markets.

European sub-regions

Western Europe (Germany, France, Netherlands, Austria, Switzerland, United Kingdom)

Western Europe is characterized by a pronounced emphasis on stability, productivity, and controlled transformation. CEOs operate within highly regulated and cost-intensive environments, conditions that shape a pragmatic, disciplined, and structured leadership approach.

Cost management and profitability form the foundation of the agenda, closely accompanied by digital transformation as an operational backbone. Talent shortages, particularly in technical and leadership roles, increasingly constrain execution speed and organizational scale.

Organizational and cultural transformation therefore emerges as a critical enabler for sustaining performance under persistent pressure.

Germany stands out for its strong focus on automation and industrial digitalization. France combines cost discipline with organizational transformation. The Netherlands presents a balanced profile linking growth, transformation, and talent availability. Austria and Switzerland display heightened risk awareness alongside cautious scaling strategies. In the United Kingdom, talent constraints and delivery capacity are especially prominent.



Central and Eastern Europe (Poland, Hungary, Czech Republic, Romania)

Central and Eastern Europe displays the most distinctly execution-driven profile within Europe. CEOs operate in environments characterized by inflationary pressure, sustained wage growth, and regulatory volatility, conditions that reinforce a strong emphasis on cost discipline and operational control.

Talent acquisition and retention emerge as structural challenges across the sub-region, particularly within manufacturing, shared services, IT, and logistics. Digital transformation is predominantly framed as essential infrastructure supporting scalability, efficiency, and control rather than as a vehicle for innovation.

Hungary stands out for the combined prominence of talent pressure, cost management, and risk awareness. Romania presents a particularly strong execution profile, with cost discipline and digital modernization at the core, complemented by growth ambitions linked to innovation and market expansion. Poland balances cost control with heightened geopolitical sensitivity, while Czechia reflects a comparatively stronger growth orientation alongside pragmatic modernization priorities.



Southern Europe (Italy, Spain)

In Southern Europe, CEOs demonstrate a more pronounced growth orientation, frequently shaped by the need to offset mature or fragmented domestic markets. Consequently, market expansion and internationalization assume a more central position within the leadership agenda.

Digital transformation functions as a key lever for competitiveness and modernization, while organizational agility supports effective execution. Cost management remains relevant, although typically less dominant than in other European sub-regions.

Italy stands out for its strong emphasis on digital transformation and sustainability, often linked to longer-term strategic repositioning. Spain combines growth ambitions with organizational and digital change, reinforced by continued attention to talent as a critical enabler of execution.



Americas

Across the Americas, CEOs demonstrate a more growth-oriented and opportunity-driven mindset, while remaining highly attentive to cost control, talent availability, and external uncertainty. Compared to EMEA, leaders in this region appear more inclined to pursue expansion, frequently supported by technology and strategic partnerships.

Key themes across the Americas include:

- Growth and market expansion as central strategic drivers
- Cost management is positioned as enabling scalability rather than constraining ambition
- Digital Transformation & AI acting as accelerators of performance and decision-making
- Talent constraints shaping execution speed and organizational capacity
- Geopolitical and economic risk as an explicit strategic consideration, particularly in Latin America

Latin America (Mexico, Colombia, Chile, Peru)

Latin America presents a distinct leadership dynamic within the broader Americas region. CEOs operate in environments characterized by volatility, inflationary pressure, and regulatory unpredictability, factors that directly influence strategic priorities.

Cost management and risk awareness function as structural elements of leadership agendas. Growth is pursued selectively, often through international diversification strategies. Digital transformation supports operational control, efficiency, and organizational resilience.

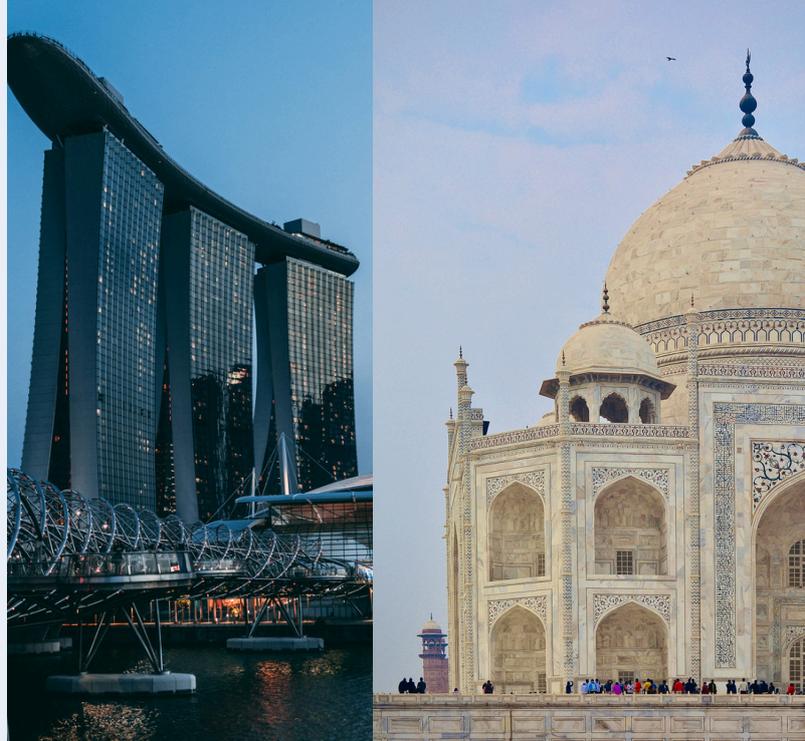
Colombia displays the strongest risk-led profile. Mexico combines heightened risk awareness with pronounced talent pressures. Chile balances growth ambitions with cost discipline and organizational capability building. Peru stands out for the relative prominence of sustainability and ESG considerations, frequently linked to long-term resilience and market access.



North America (United States, Canada)

In North America, CEOs balance innovation ambitions with disciplined execution. Technology and AI increasingly function as competitive differentiators, while talent availability continues to influence the pace and sustainability of growth.

The United States stands out for its strong emphasis on digital innovation and scalability, with macroeconomic uncertainty largely treated as contextual. Canada reflects a more balanced leadership profile, combining profitability discipline, digital modernization, and long-term workforce planning.



Asia Pacific (APAC)

APAC reflects a distinctly execution-oriented and scalability-driven CEO agenda. Growth ambitions, digital transformation, and cost discipline are closely interconnected, shaping leadership priorities across markets.

Digitalization and AI are positioned as essential infrastructure supporting competitiveness and controlled expansion. Talent development and leadership capability serve as critical enablers, particularly within fast-growing and rapidly evolving economies.

India demonstrates a strong focus on scalable growth supported by digital transformation and cost control. Singapore stands out as an innovation and partnership hub, combining digital maturity with disciplined execution and regional expansion ambitions.



Industry-Specific Priorities 2026

While global and regional trends provide the broader context, a closer examination of CEO priorities by industry illustrates how sector dynamics shape leadership agendas in 2026. Variations in regulation, technology intensity, capital structure, and workforce availability give rise to distinct patterns across industries. This section highlights the most prominent industry-specific priorities based on aggregated CEO responses.

Technology and Engineering

CEOs in technology and engineering approach 2026 with a distinctly execution-driven agenda. Financial discipline and digital capability are tightly interconnected, reflecting the need to scale innovation while maintaining firm control over costs and margins. Digital transformation and AI are no longer framed as future ambitions, instead functioning as core operational infrastructure underpinning competitiveness and delivery speed.

Talent acquisition and retention remain structural constraints. Competition for AI, software, and automation specialists continues to influence execution capacity, particularly among organizations pursuing international growth. Innovation and new business models remain important, increasingly positioned as mechanisms for differentiation rather than experimentation. Overall, leaders in this sector focus on scaling efficiently while balancing innovation with disciplined execution.



Manufacturing and Industry

Manufacturing and industrial sectors display the most distinctly execution-oriented profile across industries. CEOs consistently prioritize cost management and profitability as foundational imperatives, shaped by margin pressure, rising labor costs, and ongoing supply chain volatility. Financial discipline is framed less as a defensive measure and more as a prerequisite for resilience and sustained competitiveness.

Digital transformation plays a critical supporting role, with emphasis on automation, productivity enhancement, and operational control. Talent shortages, particularly in production planning, engineering, and logistics, continue to influence stability and continuity. Market expansion remains relevant, frequently positioned as geographic diversification to reduce exposure to single-market dependencies. Geopolitical and economic risk awareness is more pronounced than in many other sectors, reflecting sensitivity to global trade dynamics and regulatory developments.



Consumer, Retail and Food

In consumer, retail, and food sectors, CEO priorities reflect persistent margin pressure alongside shifting customer behavior. Cost management and growth ambitions remain closely intertwined, with expansion increasingly approached in a selective and carefully calibrated manner. Leaders emphasize operational adaptability, pricing discipline, and efficiency to safeguard margins within highly competitive environments.

Organizational and cultural transformation assume greater prominence here than in most other industries. CEOs recognize that effective execution depends on workforce engagement, agility, and service quality. Digital transformation supports performance through data-driven decision-making, demand forecasting, and enhancements in customer experience rather than through radical innovation. Talent remains a critical supporting priority, essential for maintaining service levels and operational continuity.

Healthcare and Life Sciences

Healthcare and life sciences leaders reflect a balanced agenda for 2026, combining financial discipline with growth, modernization, and talent management. Cost control remains a central consideration, carefully balanced against the need for capacity expansion and the preservation of service quality. Market expansion is frequently associated with access to new patient populations, strategic partnerships, and geographic diversification.

Digital transformation plays a pivotal supporting role, enabling the modernization of systems, data infrastructure, and service delivery models. Innovation is approached with pragmatic intent, emphasizing implementation, operational impact, and measurable outcomes rather than disruptive experimentation. Talent shortages persist as structural constraints, particularly within specialized medical, technical, and scientific roles. Workforce stability and capability development therefore emerge as critical enablers of sustainable execution.



Construction and Real Estate

In construction and real estate, CEO priorities are shaped by persistent cost pressure, capacity constraints, and the growing need for project predictability. Cost management and profitability dominate the agenda, influenced by rising material costs, labor shortages, and structurally tight margins. Talent acquisition and retention remain central leadership challenges, particularly across skilled trades, project management, and technical roles.

Digital transformation assumes increasing relevance as a lever for planning, coordination, and operational efficiency. Innovation and new business models are primarily directed toward delivery methods, strategic partnerships, and process improvement rather than product-driven change. Growth ambitions remain present, yet are typically balanced against the imperative to stabilize execution and maintain control over increasingly complex projects.



Finance and Banking

Finance and banking stand out for the prominence of digital transformation and risk management. CEOs prioritize the modernization of systems, data infrastructure, and digital capabilities to sustain competitiveness within an increasingly complex and rapidly evolving financial landscape. Geopolitical and macroeconomic uncertainty further influence strategic decision-making.

Talent acquisition plays a critical role in supporting transformation efforts, particularly across digital, risk, and compliance functions. Cost management remains relevant, though typically less dominant than in many other industries. Growth ambitions are generally pursued with caution, shaped by regulatory frameworks and risk considerations. Leadership agendas in this sector reflect transformation under conditions of uncertainty rather than aggressive expansion.

Energy and Sustainability

Energy and sustainability leaders approach 2026 with a pragmatic combination of financial discipline, growth ambition, and heightened risk awareness. Cost management and profitability remain central priorities, reflecting capital intensity and exposure to ongoing market volatility. Market expansion is most frequently associated with long-term positioning and diversification strategies rather than short-term growth objectives.

Geopolitical and economic risk management assumes a meaningful role, influenced by regulatory pressure and shifting energy market dynamics. Digital transformation supports operational control, performance optimization, and infrastructure management. Talent remains a critical capability requirement, particularly in relation to technical and sustainability-focused expertise. Sustainability itself functions primarily as a contextual driver shaping strategic priorities rather than as a standalone category.



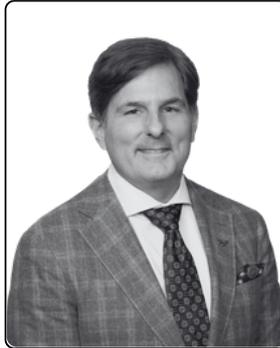
Acknowledging our Partners



**Yenni Benze-
Mantwill**
Austria



Tim Steurs
Belgium



**Normand
Lebeau**
Canada



**Claudia
Montedónico**
Chile



Lorena Castro
Colombia



**Barbora
Stejskalová**
Czech Republic



Morten Islin
Denmark



Valérie Desautel
France



Stephan Löw
Germany



Éva Fehér
Hungary



Vivek Ahuja
India



Dror Katabi
Israel



Alessandra Conte
Italy



Gloria Sotomayor
Mexico



Gertjan van de Groep
Netherlands



Tor-Egil Ruud
Norway



Matt Salas
Peru



Ewa Adamczyk
Poland



Adelina Rosca
Romania



Emmanuel White
Singapore



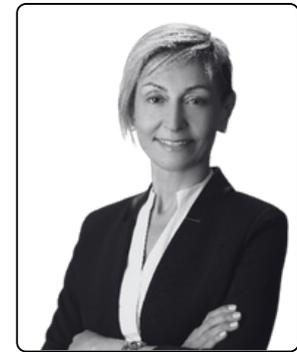
Victor Carulla
Spain



Christian Smith
Sweden



Emilie Joret
Switzerland



Seher Demirci
Turkey



Matthew Hogg
United Kingdom



Steve Hall
USA

About



INTERNATIONAL
EXECUTIVE
SEARCH
FEDERATION

IESF is a global federation of leading executive search firms, operating across 26 countries worldwide. Through our international partnership, we combine deep local market expertise with seamless cross-border collaboration.

IESF supports organizations in identifying and appointing senior executives and strategic leaders. Our partners work closely with boards, shareholders and leadership teams on executive search, succession planning and leadership advisory assignments, often at pivotal moments of change, growth or transformation.

What sets IESF apart is our partner-driven model. Each member firm is a trusted executive search boutique in its local market, while together we offer clients a truly global perspective. This enables us to deliver consistent quality and insight across industries, regions and leadership contexts.

Our global network is built on continuous dialogue with CEOs and senior leaders worldwide. The CEO Outlook study reflects this ongoing exchange and our commitment to understanding the leadership challenges shaping the future.

***By connecting global insight with local expertise,
IESF helps organizations make leadership decisions
that define what's next.***



For more information, visit:
www.iesf.com

Or contact:
Executive Assistant
Linde van de Groep

info@iesf.com