



Claudio Fernández-Aráoz

Top global authority on talent, leadership, family businesses and personal development

Claudio Fernández-Aráoz is the author of “It’s Not the How or the What but the Who” and “Great People Decisions”. He was ranked by Bloomberg as one of the most influential executive search consultants in the world and selected by Thinkers50 as one of the world’s leading thinkers on talent.

Claudio's biography

Claudio Fernández-Aráoz’s Background

- Global speaker highly acclaimed in the Americas, Europe, and Asia.
- Ranked by Bloomberg as one of the most influential consultants in the world and by Thinkers50 as *one of the leading global thinkers on talent*.
- Executive Fellow for Executive [Education](#) at Harvard Business School, where he teaches at the comprehensive leadership executive programs.
- After working for McKinsey & Co. in Europe, as Partner and Member of Egon Zehnder’s global Executive Committee he was the founding leader of its Assessment and Development practice as well as the global leader of the firm’s Professional Development and Intellectual Capital Development.
- [Author](#) of *It’s Not the How or the What but the Who*, winner of the Axiom Gold Award for the best HR book in the world, and the global bestseller *Great People Decisions*, with 15 international editions and adopted by many of the world’s top business schools.
- Author of more than 50 major contributions to Harvard Business Review.

Claudio is one of the most highly acclaimed global speaker in large business conferences and global leadership meetings in the Americas, Europe and Asia.

An Executive Fellow for Executive Education at Harvard Business School, Claudio teaches at the school’s comprehensive [leadership](#) executive programs for company owners, CEOs, senior executives, and general managers.

He worked for McKinsey & Co. in Europe, and for over 3 decades for Egon Zehnder, as partner and member of its global Executive Committee for over 10 years.

While at Egon Zehnder he founded the firm’s Assessment and Development practice, and served as global leader of its Professional Development, People Processes, and Intellectual Capital Development.

He selectively advises and coaches global CEOs, company owners, next generation family leaders, and managing partners of professional service firms.

His latest book, *"It's Not the How or the What but the Who"*, was the winner of the Axiom Gold Award for the best HR book in English in the whole world. His previous bestselling book, *"Great People Decisions"*, has 15 international editions in all major languages and was adopted by several of the world's top business schools.

He is also the author of several bestselling Harvard Business Review articles on leadership and talent, family businesses, and personal growth, including the cover articles *"21st Century Talent Spotting"* and *"Leadership Lessons from Great family Businesses"*, as well as *"Turning Potential into [Success](#): The Missing Link in Leadership Development"*, and *"The Definitive Guide to Recruiting in Good Times and Bad"*.

Claudio earned a master's in [science](#) in Industrial Engineering from the Argentine Catholic University (Gold Medal, highest GPA ever in that university) and an MBA from Stanford University, where he also graduated with honors as an Arjay Miller Scholar.

Claudio's talks

- **Finding Your Future Stars**

How can a person who seems so qualified for a position fail miserably in it? How can someone who clearly lacks relevant skills and experience succeed? The answer is potential, the ability to adapt and grow into increasingly complex roles and environments.

Geopolitics, business, industries, and jobs are changing so rapidly that it's impossible to predict the capabilities employees and leaders will need even a few years out.

The question now is not whether your people have the right skills; it's whether they have the potential to learn new ones.

Based on more than 3 decades researching potential and assessing leaders all over the world, Claudio will help you find your future stars.

- **How to Find a Great Job in Today's Tough Market**

For those seeking jobs during the current pandemic the outlook might seem bleak. Competition for the few open positions is likely the fiercest anyone has ever experienced.

However, by approaching your search in a disciplined way, you can drastically increase your chances of success.

In over three decades as an executive search consultant, Claudio has interviewed some 20,000 executives and provided career advice to a few thousand, helping many of them land a great job even in the toughest of markets.

In this session, he will help you design and implement a proven process all the way from generating options, reaching out to key contacts and sources, tracking and prioritizing leads, and sealing the deal with interviewing best practices – even if you must do so virtually.

- **Leadership Lessons from Great Family Businesses**

Family businesses can not only outperform public companies, but have in many cases unique values and purpose, aiming at building lasting greatness across multiple [generations](#) – in a region where recurrent crises and instability make most companies and leaders focus on the immediate issues and challenges.

Following the study of over 50 leading family businesses from all over the world and sectors which have projected their greatness across three or more generations, Claudio will share their

key leadership lessons for perennial [success](#).

- **Mastering the Hiring of the Century**

Many companies and even whole sectors are at risk, and an unprecedented number of people are looking for a job.

At the same time, given the traumatic lockdowns, people all over the world are recalculating their personal purpose and individual and family priorities, with massive implications for their work preferences and travel habits.

As we have in front of us the best available pool of talent in our whole business lives, we should not myopically focus just on survival, but also capture the soon-to-close window of opportunity of the hiring of the century.

Claudio will share how visionary leaders have historically mastered (and how you can master today) the magic of the and, while both downsizing and capturing this unique opportunity.

- **The High Cost of Poor Succession Planning**

Many large companies fail to pay adequate attention to their top-level leadership pipelines and succession processes, which results in excessive turnover and massive value destruction.

By hiring the wrong outsiders or promoting ill-prepared insiders, companies are not just hurting their performance, but also shattering the [motivation](#) of their often-ignored highest potentials.

Supported by massive original research, Claudio will explain the reasons behind the amazingly high cost of poor succession planning, while sharing a best-practice agenda to get succession at the top right.

- **Turning Potential into Success**

Most [leadership development](#) programs aren't working.

This should be no surprise when most companies don't use a robust model for assessing potential or train their senior leaders in assessment. How can you find your future stars when you don't know what they look like and how to look for them? On top of it most companies don't practice the right type of job rotations and stretch assignments, the best proven way to unlock our leadership potential.

Claudio was the founding leader of Egon Zehnder's Assessment and Development practice, and spent three decades researching potential and helping companies develop their stars. In this session he will share what HBR labeled "the missing link in leadership development", to help your best people reach their highest potential.