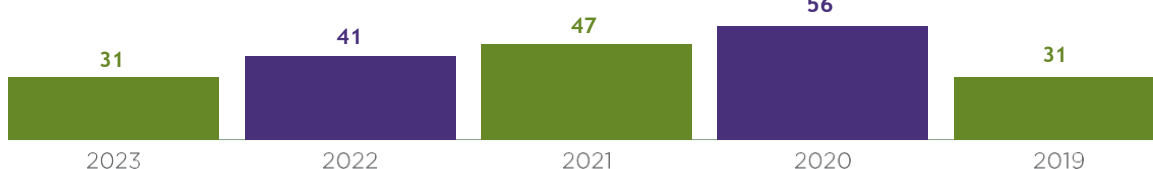


## ANDERSON WILLINGER EXECUTIVE SEARCH SUMMARY OF THE COO and OPERATIONS EXECUTIVE ROLES IN CZECHIA 2023

▶ **THE NUMBER OF OPERATIONS DIRECTORS AND COOs HAS REMAINED UNCHANGED FOR YEARS.** An average of 41 per year.

▶ In 2023, the number of COO roles dropped to 31, which is similar to the situation in 2019. The reason behind this decline is the decrease in recruitment for COO positions in corporate companies. Although the number of new COOs hired by locally-owned companies increased by 24%, the total number of COOs did not reach the average of the previous years.

NUMBER OF COO CHANGES PER YEAR



▶ Unlike other roles, the COO is primarily refreshed from the external market. In 2023, external recruitment even increased by 16%.

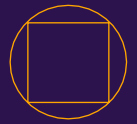
▶ **Operational roles offer a great deal of flexibility in terms of background and experience of the individuals who take on these roles.** 61% of newly appointed COOs have come from a different area of expertise, with the majority being from the fields of Sales, IT, Finance and General Management. Along with Sales, Operational roles are the most common last step for promotion to CEO roles.

▶ On average, these directors tend to stay in their roles longer compared to others.



▶ **The COO is actively involved in decision-making processes at the top level.** However, due to their responsibility for the internal merging of processes and technologies, they are less involved in managing IT and Cyber Security.





We are Executive Search.

Business Intelligence is fully integrated into our operations and practices. We consistently monitor and analyze trends within our leadership community.

We are in the process of developing a tool based on Artificial Intelligence, designed to forecast the success of a leader in a particular role and business, aligning with the company's culture and values.

A crucial component of our operations involves comprehensive psychological testing, aimed at evaluating and enhancing leaders while facilitating their successful integration. Collaborating with colleagues from INSEAD, Anderson Willinger has identified vital areas, including personality traits, essential for navigating organizations amidst today's turbulent times, whether through external recruitment or internal promotion.

Leveraging this insight, the AW team has curated top-tier global tools to discern the current status of both the company and its leaders, pinpointing critical areas for development.

We not only provide our clients with assistance in setting a strategy and selecting key executives; we also serve as partners in educating and inspiring top management about current global trends.

In addition to our market research on Executive Education, here is a list of our premium workshops.

- AI, People Analytics, Data Analysis and use of ChatGPT for HR Directorship
- AI, People Analytics for CEOs
- Positive Intelligence Workshop
- Leader 's Shadows Workshop

