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We finished formally integrating Leadership Consulting and Culture Shaping and launched a new business, Heidrick Consulting.

For the full year, we're currently expecting the change in revenue recognition will not be material to our consolidated net revenue, but this is all subject to variability in the number,

Irrespective of the revenue decline, we are quite encouraged with what we are seeing in Heidrick Consulting. They are showing steady improvements in the business, including an increase in their pipeline.

Now let me give you guidance for the second quarter. Our Executive Search backlog remains strong when compared to other first quarters,

I want to mention an exciting new initiative that we announced last week, our Disruptive Innovators Team. We call it a team rather than a practice because their work cuts across all industries.

When we bring the full power of our people and services from both Search and Consulting to our clients,

Our third priority is on driving a premium service experience for our clients that will further distinguish Heidrick from its competitors.

I want to again thank our employees around the globe for their hard work this quarter.

and we're very, very careful in doing that, and we're looking for the best talent that we can get, so expect for us to continue to grow that.

it's just one of those that has a little more leakage to it than I would like to do, so that's why we call it kind of

How do you -- what kind of revenue mix in margin profile

an economic objective of what we are trying to achieve, and my comment in the statement was the pipeline was looking good, it was really coming from the fact that the traction that we have has been very good and at least to this point,

The launch of that and also the opportunity to make your relationships perhaps more sticky through that portal?

timing, and value of the Executive Search confirmations as well as our clients' use and renewals of our enterprise license agreements.

Thank you, Mark. We clearly have momentum in the market and in our firm and we're delivering profitable growth.

We're beginning to work with innovative emerging companies at the cusp of rapid growth and market disruption.

we can achieve the greatest impact for them and drive profitable growth for the firm. This is our biggest initiative as an enterprise and is the major focus of the regional consultant conferences we are hosting in the second quarter.

As I mentioned earlier, we rolled out our digital portal, which embeds our new proprietary assessment framework based on our Accelerating Performance methodology.

Two things that make this firm great are our people and our culture. I truly believe we are creating new and unique opportunities to win in the market and our people are embracing this strategy.

So you're expecting growth? Are there any parameters that you can put around that?

do you want and expect the business to have over the medium or long term? I'll

We posted our first quarter slides on the IR home page of our website at [heidrick.com](http://heidrick.com), and we encourage you to print them for additional context, but we won't be referring to specific page numbers during our opening comments.

As you've seen from our press release, we reported a strong first quarter, continuing on the positive momentum that we saw at year-end, both momentum in the market and momentum inside the firm.

And we continued executing the restructuring that was announced in early January.

The change in methodology mostly affected how we recognize revenue associated with upticks for Executive Search contracts

In Heidrick Consulting, we're scaling the business to increase our impact with clients building on the success of our platform, Accelerating Performance.

Since the beginning of the year, we've conducted 5 intensive training sessions on our Heidrick Consulting offerings for our Search consultants, we have 3 more coming up over the next month.

we really began to focus on performance management as a firm. And if you look at the slides that you're referring to as well, I think, in the first quarter deck, you see a gradual

Look, I don't think that the growth in headcount is going to be at the level that we have had it in the past from an external

As we all know, we've been in a long economic recovery cycle, et cetera, so we would expect to see exactly what we are seeing in terms of the upward trend. My

and through our established relationships in Search, we're able to open the door and we have a very large Culture Shaping project that's been launched over there.

Reflecting the payment of bonus in the first quarter, cash paid for the restructuring as well as our acquisition in Denmark,

Some of the services in high demand are leadership development, team effectiveness and organizational transformation.

We can help these developing organizations succeed in their go-to-market strategies by filling important talent gaps, advising on transformation and change management, and accelerating their growth and development.

In these sessions, consultants from both lines of business work together to identify promising opportunities to expand the breadth of our engagements, with clients who only know us for 1 type of service.

how much more do you think you have in terms of capacity of your existing staff?

our comment would be the pace of the trend will continue as the growth of the economy continues as the changes that we're watching in terms of the searches that were doing, et cetera,

their strategy and a whole bunch of other things that companies do, and I think the human capital equation is what's really, over the last couple of quarters, beginning to come through in that growth agenda for these companies.