2026 TALENT & LEADERSHIP TOOLKIT

A hiring playbook for investor-backed businesses

ZEREN | RENOIR

A HIRING PLAYBOOK FOR INVESTOR-BACKED BUSINESSES

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01.

FOREWORD FROM CHRIS PRESTON, CEO – ZEREN & RENOIR

The past two years have changed hiring more than any period since the financial crisis.

Across venture capital, growth equity and private equity, expectations have shifted:

less hype, more discipline; less speed, more precision.

Investors want stronger leaders, clearer data and tighter execution.

Founders are being asked to prove efficiency before scale.

And AI has raised the bar for every operating role in the business.

The message from the market is simple: leadership quality has become the biggest risk – and the biggest advantage.

THE NEW REALITY FOR CAPITAL & GROWTH

Capital still exists, but it's harder to unlock. Investment committees are more selective, more data-led and more sceptical of unproven stories.

Founders now have to prove discipline before they can argue for growth:

+ credible forecasting

+ pricing clarity

+ clear ROI on everyheadcount decision

At the same time, AI has accelerated expectations. Leaders in every function are expected not just to talk about AI, but to use it to drive better performance, insight and efficiency.

LEADERSHIP IS THE NEW RISK FACTOR

Across our own mandates, the pattern is consistent:

+ Searches stall when leadership alignment is weak.

+ Hiring slows because boards want a higher bar, not smaller budgets.

+ Interim leaders are increasingly used to fix execution gaps fast.

+ The performance gap between great operators and the rest has widened dramatically.

Heading into 2026, one truth stands out:

leadership quality is now the strongest predictor of value creation.

Chris Preston
CEO, Zeren & Renoir

WHY 2026 WILL BE WON BEFORE IT BEGINS

OUR VIEW ON 2026

Those who wait until Q2 will be stuck in talent competition, internal resets and slow investment decisions.
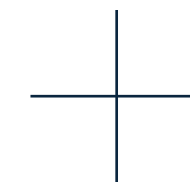Those who start now will:

+ Secure top leaders before the market heats up

+ Build operating models that scale efficiently

+ Align product, GTM, tech and data with investor expectations

+ Become "exit ready" long before a process starts

This toolkit is our gift to the ecosystem.

It distils what we've learned from hundreds of searches, interim placements and leadership transitions across Europe and the US, and gives you a head start on the year ahead.

ENTER 2026 PREPARED, NOT REACTIVE.

02.

2026 LEADERSHIP & TALENT TRENDS

THE PATTERNS SHAPING NEXT YEAR AND WHY THEY MATTER.

These insights come straight from the frontline: the founders we advise, the investors we partner with, and the leaders we interview every day across growth-stage and PE-backed businesses.

What follows is a real-time view of how leadership expectations are shifting as we enter 2026.

Harry Lewis
Managing Director, Zeren

GTM

This is the most selective GTM market in years. Clients control the process. Hiring cycles are slower, involve more decision makers and demand far stronger evidence of impact. Teams are hiring again end-to-end, but with a clear focus on quality; one mis-hire sets revenue back, so expectations are sharper than ever.

What we're seeing:

- Companies are hiring consistently across GTM at all levels, a clear indicator of regained confidence and forward revenue planning.

- Processes take longer. More stakeholders want data, evidence and clarity before they approve a hire.

- Mass hiring is gone. Clients want precision and hires who will drive revenue immediately.

- Investors are more risk-averse. They are prepared to run long searches if they believe a unicorn candidate exists.

- Sub-$20m revenue companies increasingly bring in interim or advisory leaders to map the GTM function before committing to a permanent commercial head.

- Many organisations need to restructure their GTM org in a more conventional and scalable way before hiring senior leaders.

- Companies need greater realism on revenue mix. Many overestimate net new capacity and underestimate expansion constraints.

- TAM is often misunderstood. Boards set revenue expectations that don't match the addressable market.

- Marketing's biggest challenge is cutting through AI-dominated performance channels; positioning and ICP clarity matter more than ever.

- AE demand remains extremely high. AEs expect higher OTEs and avoid early-stage companies without proof of scale, stability or strong NRR.

- Sellers want a minimum three-year runway to maximise earnings. High churn pushes talent away.

- Leadership expectations are tougher. Leaders must show immediate change, then immediate revenue impact.

- Leaders slow to act on underperformance are the most exposed. Productivity gains sit at the top of every CEO and investor agenda.

- Misalignment across sales, marketing, CS and product on ICP, messaging and pipeline expectations is one of the biggest blockers to scale.

- CS teams report limited influence on product direction, which impacts NRR and client experience.

PRODUCT & TECH

Paul Nicholls
Director, Zeren

AI hasn't just added tools – it has redrawn the leadership expectation map. Boards now expect Product & Tech leaders to bridge strategy, engineering, design and AI integration. The best leaders operate across the full lifecycle: ideation → delivery → ROI.

What we're seeing:

- Boundaries between product, engineering and design are dissolving.

- Leaders must balance speed with commercial outcomes, not just technical elegance.

- High-performing teams want "bar-raiser" leadership that consistently raises standards.

- Commercial acumen is now a core requirement for Product & Tech leaders, not a bonus.

DATA

Peter Shawyer
Director, Zeren
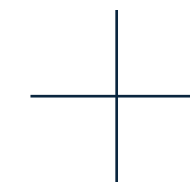
Data has shifted from "support function" to "strategic infrastructure". AI is exposing weaknesses: poor foundations, weak governance, unclear ownership. Companies now need hybrid, technical, commercially minded data leaders.

What we're seeing:

- Demand for Data Engineers now outpaces demand for Data Analysts.

- Many organisations over-hired Data Scientists before their foundations were ready.

- There is huge demand for AI-capable talent, even at "AI hobbyist" level.

- Hybrid data roles are exploding: ML Ops, Analytics Engineering, T-shaped ICs.

- Governance and business-facing skills are becoming hiring priorities as regulation and risk increase.

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03.

2026 HIRING READINESS CHECKLIST

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MIS-HIRES RARELY COME FROM INTERVIEWING THE WRONG PEOPLE— THEY OFTEN COME FROM STARTING THE SEARCH UNPREPARED.
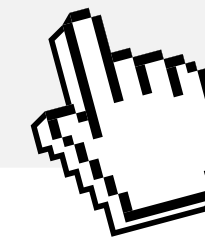
These questions bring discipline to the front of the process. Taken directly from the issues we see in active mandates every week, they're designed to highlight gaps, challenge assumptions and ensure your business is genuinely ready to hire.

GTM

A GTM hire succeeds only when the foundations are stable. Many companies think they have a hiring problem; they have a structure, expectations or clarity problem.

Questions to ask   ?

+ Do we have the GTM org structured in a conventional, scalable way before bringing in a senior commercial leader?

+ Have we validated the revenue mix: how much net new is achievable vs how much depends on expansion?

+ Do we understand our TAM and matched targets to market reality?

+ Have we defined realistic revenue expectations for the incoming leader?

+ Is our ICP aligned across sales, marketing, CS and product?

+ Has marketing committed to pipeline ownership in a market where AI-driven search results narrow visibility?

+ Are AE expectations realistic given demand, rising OTE levels and risk appetite?

+ Are we solving a capability gap or a structural one?

PRODUCT & TECH

Hiring senior Product and Tech leaders is where most organisations underestimate readiness — especially when AI expectations are involved.

These questions reveal whether you have the clarity, alignment and expectations needed to attract the right leader.
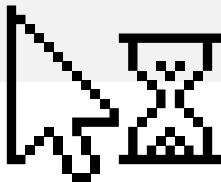
DATA

A strong data leader can't fix broken foundations. These questions test whether your data strategy, governance, AI readiness and long-term ambitions are clear enough to set a new leader up for success.

Questions to ask ❓

Questions to ask ❓

+ Can this leader make tough decisions and raise the bar?

+ What stage is our data journey at?

+ Have they genuinely delivered value through AI, not just experimentation?

+ Where is productivity currently lost in the data function?

+ Are we open to a step-up profile, or do we truly need a proven leader?

+ What high-impact outputs can the data team deliver in 3–6 months?

+ What cross-functional skills will drive better collaboration across Product, Engineering and GTM?

+ What are our longer-term ambitions for data and analytics?

+ How "hands on" do we need them to be and what does that actually mean in our context?

+ How will AI and governance feature in our strategy?

+ How are we planning succession in a rapidly shifting skills market?

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ROLE CLARITY ESSENTIALS

## IF THE ROLE ISN'T CLEAR, THE SEARCH WILL FAIL. IF THE ORGANISATION ISN'T ALIGNED, THE LEADER WON'T SUCCEED.

This section shows the critical elements every hiring brief needs and the common traps that lead to expensive mis-hires in Product, GTM and Data.

Clarity here removes risk, accelerates execution and sets up your next leader for success.

GTM

✓

MUST-HAVE

Specific success metrics for day 30, 90 and 180 covering pipeline, forecast quality and team leadership.

✗

COMMON MISTAKE

Hiring a senior GTM leader before fixing structure, segmentation, TAM assumptions or product readiness.

PRODUCT & TECH

✓

MUST-HAVE

Full transparency on culture, challenges, financials and opportunities.

✗

COMMON MISTAKE

Promising a VP Product autonomy over strategy, but not actually letting go.

DATA

✓

MUST-HAVE

A clear definition of the short- and long-term impact required from the role.

✗

COMMON MISTAKE

Prioritising exact tech-stack experience over problem-solving capability, stakeholder influence and cultural fit.

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04.

COMPENSATION & MARKET SIGNALS
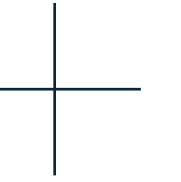
THE TALENT MARKET ISN'T SOFTENING — IT'S SPLITTING IN TWO.

The top operators are becoming more expensive, more selective and more mobile.

Everyone else is becoming easier to hire.

And if your compensation strategy hasn't evolved since 2023, you're already behind.

AI-skilled leaders are naming their number.

Senior ICs are commanding meaningful premiums.

Top GTM talent won't move without clarity, data and equity.

And the best candidates will not tolerate slow, outdated processes.

This isn't inflation, it's a revaluation of impact.

The organisations that cling to old pay bands or decision cycles aren't "managing budget."

They're losing the people who change outcomes.

This section breaks down the real compensation behaviour we're seeing inside live searches, offer negotiations and rejected packages across Europe and the US — the signals that will define who wins the battle for high-impact talent in 2026.

10%

IF YOU WANT THE TOP 10%, YOU MUST OPERATE BY A DIFFERENT SET OF RULES.

KEY THEMES:

- AI experience commands significant premiums.

- Equity-heavy packages are becoming more common at senior levels.

- Strong candidates often run multiple processes at once.

- Employers who move fast win the best talent and slow processes lose it.

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GTM

PRODUCT & TECH

DATA

- AE demand is high. AEs expect higher OTEs and avoid early-stage companies without evidence of scale, stability or strong retention.

- Talent is staying put longer. Sellers want multi-year earning windows, not risky moves.

- CRO and VP Sales cash remains steady; equity is used more heavily where boards want proof before increasing fixed cost.

- Marketing leaders negotiate harder on bonuses tied directly to revenue contribution.

- RevOps compensation remains inflated due to scarcity of operators who understand forecasting,

- Engineers who have shipped AI products command a **20 – 30% premium.**

- Junior/mid-level engineering roles are declining; competition for senior ICs is rising.

- EU tech hubs are increasingly hiring cross-border to access stronger talent pools.

- Strong candidates routinely run **3+ processes** in parallel.

- Data salaries are broadly stable, but roles requiring AI and Cloud experience see above-inflation increases.

- Hybrid working remains a high priority for candidates (~40% place it near the top of their wish list).

- Modular, opt-in benefits packages are gaining traction.

- Speed and clarity in the recruitment process are a distinct competitive advantage in shortage areas.

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SCALE REVIEW INPUTS

Most companies are much closer to high performance than they think.

It's rarely a lack of talent holding teams back — it's a few specific execution gaps that, once fixed, unlock a huge amount of momentum.

We see the same issues across Product, Tech, GTM and Data, and the positive takeaway is this: they're highly predictable and completely addressable with the right focus.

This section outlines the most common friction points we uncover in growth-stage and PE-backed environments, helping you remove blockers early and set your teams up for real, repeatable scale.

THEY'RE HIGHLY PREDICTABLE AND COMPLETELY ADDRESSABLE WITH THE RIGHT FOCUS.

GTM

Capability gaps

+ Leaders who avoid tough performance decisions fall behind fast.

+ Weak hiring judgement and slow action on underperformers reduce long-term revenue output.

+ Limited operational discipline around forecasting, funnel inspection and commercial mechanics increases board risk.

Friction points

+ Misalignment across sales, marketing, CS and product on ICP, messaging and pipeline expectations slows revenue engines.

+ Conflicting forecasting methodologies across sales, RevOps and finance produce competing numbers and stall decisions.

+ CS teams lack influence on product direction, which weakens NRR and client satisfaction.

PRODUCT & TECH

Capability gaps

+ Product & Engineering teams lacking commercial and ROI focus.

+ Leaders unable to align teams around a clear vision and product strategy.

Friction points

+ VPs too far removed from execution to influence day-to-day outcomes.

+ AI features or tools pushed onto teams without clarity on value or readiness.

DATA

Capability gaps
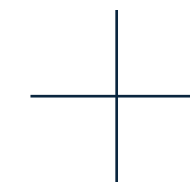
+ Micromanagement instead of building scalable systems, teams and strategy.

+ Prioritising everything instead of focusing on what matters most.

+ Neglecting legacy data issues, creating fragile foundations.

Friction points

+ No clear ownership of AI operations and strategy.

+ Misalignment between data, engineering and product on priorities and outcomes.

05.

RECENT
WORK

REAL IMPACT AT CRITICAL STAGES OF SCALE

These examples show how the right permanent leaders strengthen execution, bring clarity to teams, and raise performance standards across different funding stages and functions.

CASE

01.

VP SALES

`Series A → B`

`AI / Automation SaaS`

BUSINESS CONTEXT

Founder-led sales; inconsistent qualification; unpredictable revenue forecasting.

OUTCOMES

- Introduced disciplined pipeline management across all territories
- Established a credible forecasting process for the first time
- Refined segmentation and launched an enterprise sales motion
- Strengthened the sales team through targeted hiring and performance resets

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CASE

02.

HEAD OF DATA

`Series C`

`Fintech`

BUSINESS CONTEXT

Fragmented data environment; inconsistent reporting; leadership lacked reliable insights.

OUTCOMES

- Stabilised core data foundations and introduced governance standards
- Delivered a unified reporting layer for leadership and investors
- Identified realistic AI use cases and capability requirements
- Reduced reliance on contractors by building internal competency

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CASE

03.

VP ENGINEERING

`Growth Equity`

`Marketplace / Tech`

BUSINESS CONTEXT

Delivery inconsistency, significant tech debt, and declining engineering engagement.

OUTCOMES

- Improved engineering throughput with clearer delivery frameworks
- Raised the hiring bar and added senior IC depth
- Prioritised tech debt with a structured remediation plan
- Improved reliability through new quality and observability practices

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CASE 04.

CHIEF MARKETING OFFICER

`PE-Backed`
`Compliance / SaaS`

BUSINESS CONTEXT

Pipeline quality weak; brand-heavy marketing; low alignment with sales.

OUTCOMES

- Refined ICP and repositioned messaging to focus on value and risk

- Shifted the marketing model from activity to revenue contribution

- Introduced predictable demand programmes tied to pipeline targets

- Improved quality of early-stage opportunities entering the funnel

CASE 05.

HEAD OF DATA ENGINEERING

`PE Backed`
`Edtech`

BUSINESS CONTEXT

Replacement for misaligned predecessor and hiring options limited in a location suffering from acute data skills shortage

OUTCOMES

- Rebuilding trust across the business, leading cloud transformation and rebuilding the team

- Team consolidated, credibility restored and transformation successful executed.

- Successful candidate placed in 12 weeks

CASE 06.

VP PRODUCT

`PE-backed B2B SaaS`
`Healthtech`

Placed in 11 weeks

BUSINESS CONTEXT

Hired to bolster operational leadership level, overhaul UX and provide succession to CPO

OUTCOMES

- Succession planning for CPO

- Product & Design capability improved

- Deep healthcare experience secured

- Hired a leader with experience in start-up and scale-up environments

CASE 07.

VP ENGINEERING & PRODUCT

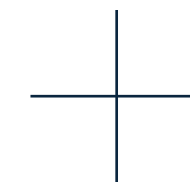`VC backed`
`Fintech start-up`

Placed in 9 weeks

BUSINESS CONTEXT

First leadership hire to re-build R&D function following major re-org.

OUTCOMES

- Hands on engineering leader hired

- Bar raising hire - improved velocity, platform scalability and prioritisation

- Ability to help close enterprise customers, drive ARR growth

- Leverage fintech knowledge to deepen product capability

- Increased credibility on customer calls

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06.

INTERIM & FRACTIONAL LEADERSHIP

INTERIM IS THE FASTEST ROUTE TO CONTROL AND VISIBLE IMPACT.

Jen Brook-Botfield
Director – Renoir

Renoir steps in when you need impact before the team is in place.

Interim leaders have become one of the most reliable ways for investors and founders to regain control, reset momentum and stabilise execution in critical moments.

Whether it's a commercial slowdown, an AI transformation, a finance rebuild or a product reset, the right interim operator can deliver tangible impact long before a permanent search concludes.

Drawing on years of work across Europe, the UK and the US, this section captures the patterns behind interim success and highlights:

The playbook
What high-calibre interims do immediately

Interim roles for 2026
Where interim impact is most valuable

Six weeks to visible impact
Recent Renoir case studies powering business continuity.

Interim leaders are no longer just "gap fillers". They're now seen as the fastest route to value creation, stability and execution. PE sponsors increasingly use interims to reset cadence, rebuild confidence and deliver early outcomes.

What we're seeing:

+ Demand for impact in days, not months.

+ Boards using interims to test capability before committing to permanent hires.

+ High-growth companies correcting drift with interim CEOs, CPTOs and CFOs.

+ Interims driving AI acceleration, M&A integration and commercial resets.

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THE PLAYBOOK FOR HIGH-IMPACT INTERIMS

BUILD THE INTELLIGENCE

ELITE INTERIMS PREPARE WITH PRECISION. BEFORE THEY WALK THROUGH THE DOOR, THEY HAVE:

- Studied financials and board materials
- Understood revenue, cash and margin pressures
- Reviewed product or technology challenges
- Identified leadership bandwidth constraints
- Mapped ongoing transformations and key risks

WHY IT MATTERS

WHEN TIME IS COMPRESSED, PREPARATION BECOMES

IMPACT.

STAGE 01
WHAT TO FOCUS ON

+ THE RAPID SCAN (FIRST 3 HOURS)

A structured diagnosis of:

What's working
What's broken
Where value is leaking
Where decisions are stuck
What's blocking execution

+ IDENTIFYING THE "REAL" ORGANISATION

Not just the org chart — the influence network:

Who accelerates
Who obstructs
Who silently carries the operation
Which areas are politically sensitive

+ THE FIRST PROOF POINT (SAME DAY)

A small, visible action that resets momentum, such as:

Fixing reporting inconsistencies
Unblocking a failing product or AI initiative
Clarifying ownership around key metrics
Bringing control back to cash or pipeline visibility

TEAMS FEEL THE SHIFT IMMEDIATELY.

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HIGH-PERFORMANCE OPERATING RHYTHM

By Day 2, a new rhythm is in place:

Daily 10-minute stand-ups
Twice-weekly sponsor alignment
A 48-hour decision cycle
Clear escalation pathways
Calm, visible communication

RUTHLESS PRIORITISATION

Interims prioritise based on one question:

"Will this materially change performance in 12 weeks?"

EVERYTHING ELSE IS NOISE.

STAGE 02
CREATE
ALIGNMENT

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THE 12-WEEK PLAN

A sharp, actionable roadmap:

3–5 core priorities
Clear owners
Defined success measures
Early deliverables (Weeks 2, 4 and 8)

FIRST MEASURABLE WIN

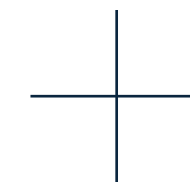**By Day 3, something meaningful has moved. Common early wins include:**
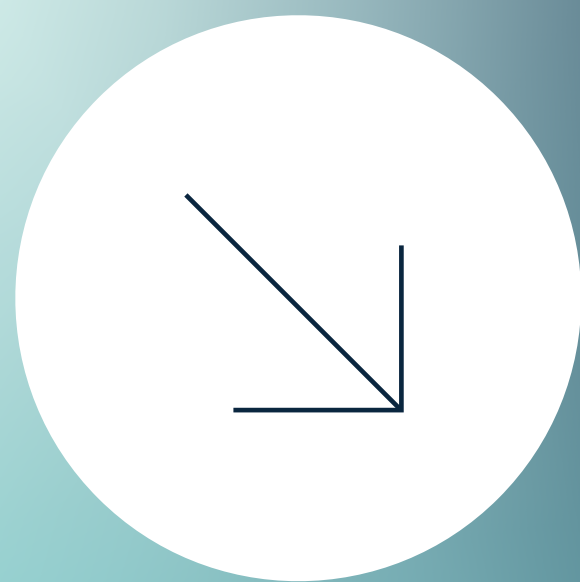
Restoring cash visibility
Improving pipeline clarity
Accelerating a stalled product release
Fixing critical data issues
Re-energising teams through clarity and pace

TRUST AND FORWARD MOMENTUM

Confidence rises. Teams feel supported. Sponsors feel time coming back.

THIS IS WHY INTERIMS ARE SO POWERFUL.

STAGE 03
EXECUTE AND DELIVER

INTERIMS YOU NEED IN 2026

THE SPECIALIST INTERIM ROLES THAT WILL MATTER MOST IN THE YEAR AHEAD.

Across SaaS, technology, fintech, commercial and finance environments, three themes shape demand:

Growth needs specialists
AI isn't optional anymore
Value creation happens where execution is strongest

For 2026, the following precision interim roles will be most critical for private equity and high-growth companies:

INTERIM CEO

Commercial Operators
for SaaS & Tech Exits

When valuation, narrative and operational discipline all need to move quickly, interim CEOs with strong commercial DNA deliver immediate traction.

THEY SPECIALISE IN

- Rebuilding pricing, packaging and segmentation
- Restoring pipeline health and forecast accuracy
- Improving NRR and reducing churn
- Re-energising teams and simplifying the operating model
- Tightening the exit story and buyer-ready KPIs

PERFECT FOR

- Preparing for exit
- Founder transitions
- Stalled growth
- Board-mandated resets

INTERIM CFO / VP FINANCE

Pre-Deal M&A
Post-Acquisition Integration

These roles consistently deliver some of the fastest measurable value in PE environments.

They drive:

PRE-DEAL

- Model, cash and working capital assessment
- Deal-readiness and QoE alignment
- Financial governance and risk visibility

POST-DEAL

- 90-day integration plans
- Synergy tracking and reporting harmonisation
- Cash discipline and operational control
- Finance team capability uplift

IDEAL FOR

- Buy-and-build platforms
- First-time institutional ownership
- Value-creation acceleration

INTERIM CPTO

AI Transformation
Integration & Execution

One of the fastest-rising interim roles for 2026.

These leaders combine product, engineering and AI delivery capability — essential for companies where AI must move from concept to production.

THEY DELIVER

- AI transformation strategies tied directly to commercial outcomes
- AI feature development and deployment
- Modernisation of tech stack and data flows
- Engineering velocity improvements
- Product–tech alignment with revenue goals

PERFECT FOR

- SaaS platforms
- AI-enabled product evolution
- Tech-debt-heavy environments

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INTERIM CDO

Data Foundations for AI

Analytics & Scale

AI and analytics can't scale without strong data foundations — this is where CDOs become essential.

THEY FOCUS ON

+ Data architecture unification

+ AI-ready pipelines

+ Reporting accuracy and governance

+ Cross-entity or post-deal data integration

+ Reducing operational and regulatory data risk

IDEAL WHEN

+ Data fragility is slowing growth

+ AI initiatives are stalling

+ M&A has created fragmented systems

INTERIM COMMERCIAL LEADERS

Pre-Deal M&A

Post-Acquisition Integration

Still one of the highest-impact interim categories.

THESE OPERATORS REBUILD REVENUE ENGINES FAST BY:

+ Reinstating pipeline discipline

+ Resetting pricing and packaging

+ Reducing churn and lifting CS performance

+ Improving sales velocity and conversion

+ Repairing forecasting accuracy

+ Creating a consistent cross-functional execution cadence

PERFECT FOR
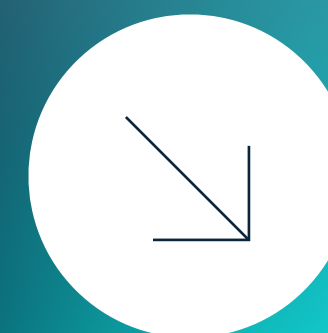
+ Growth resets

+ Underperforming GTM functions

+ Pre-exit uplift

+ New product launches

SIX WEEKS TO VISIBLE IMPACT

What great interims deliver in half a quarter.

Across the organisations we support, the strongest interim leaders consistently generate measurable results within 4–6 weeks. Examples (anonymised but representative):

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CASE	ROLE & OUTCOME		INTERIMS YOU NEED IN 2026
01.	**SAAS INTERIM CEO**	⊕	Cash visibility restored €4–5m working capital improvement identified Reporting standardised for board and lenders Synergy model validated, timelines accelerated
02.	**INTERIM CFO (POST-DEAL)**	⊕	First AI feature launched Engineering blockers removed Roadmap credibility restored with stakeholders Better conversion in customer demos
03.	**INTERIM CPTO (AI DELIVERY)**	⊕	First AI feature launched Engineering blockers removed Roadmap credibility restored with stakeholders Better conversion in customer demos
04.	**INTERIM CDO (DATA INTEGRATION)**	⊕	Unified critical data sources Reporting error rate reduced AI experimentation unblocked Reliable KPIs established for management and investors
05.	**INTERIM COMMERCIAL LEADER**	⊕	Sales cycle reduced Forecasting accuracy repaired Conversion uplift through disciplined pipeline management Better alignment between sales, CS and product

THE IMPACT OF INTERIM LEADERSHIP

SPEED. PRECISION. EXECUTION.

Renoir Interim provides leaders who:

- ⊕ Become effective within days
- ⊕ Deliver visible results within weeks
- ⊕ Strengthen organisations beyond their assignment
- Increase valuation, stability and investor confidence
- ⊕ Create the clarity and cadence that transformation requires

WHERE INVESTORS TURN FOR PERMANENT LEADERSHIP, TEAM BUILD-OUTS AND INTERIM IMPACT

Zeren and Renoir partner with many of the world's leading investors and their portfolio companies. We support founders, CEOs and boards at the moments that matter most:

➕ **Building the right leadership team**

➕ **Strengthening critical functions**

➕ **Restoring clarity, pace and execution during periods of change**

Strong businesses are built by strong leaders. Investors know this.

It's why our work sits at the heart of the investor-backed ecosystem, from early-stage scale-ups to established global platforms. The following logos represent a selection of the funds and portfolio companies that have trusted us to support their most pivotal stages of growth.

VITRUVIAN PARTNERS

Advent

Five Arrows
Rothschild & Co

Bridgepoint

NORDIC CAPITAL

Kennet

Apax

INSIGHT PARTNERS

SILVER LAKE

KKR

Accel

Blackstone

LEA PARTNERS

NORTHZONE

NOTION

Index Ventures

atomico°

EQT VENTURES

TA ASSOCIATES

PARTECH

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YOUR 2026 RESULTS WILL BE DEFINED BY WHAT YOU DO TODAY

FOR LEADERSHIP SEARCH & TEAM HIRING

If you're building your leadership team, upgrading capability or preparing for scale in 2026, Zeren partners with founders, CEOs and investors to hire exceptional leaders and high-performing teams across Product, Tech, Data, GTM, Finance and People.

ZEREN

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FOR INTERIM & FRACTIONAL LEADERSHIP SUPPORT

If you need impact in days, not months whether for transformation, integration, resets or scale Renoir provides trusted interim leaders who deliver measurable value fast.

RENOIR

JEN BROOK-BOTFIELD
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START 2026 AHEAD, NOT BEHIND.

Connect with us to learn how we can support your business in 2026.

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