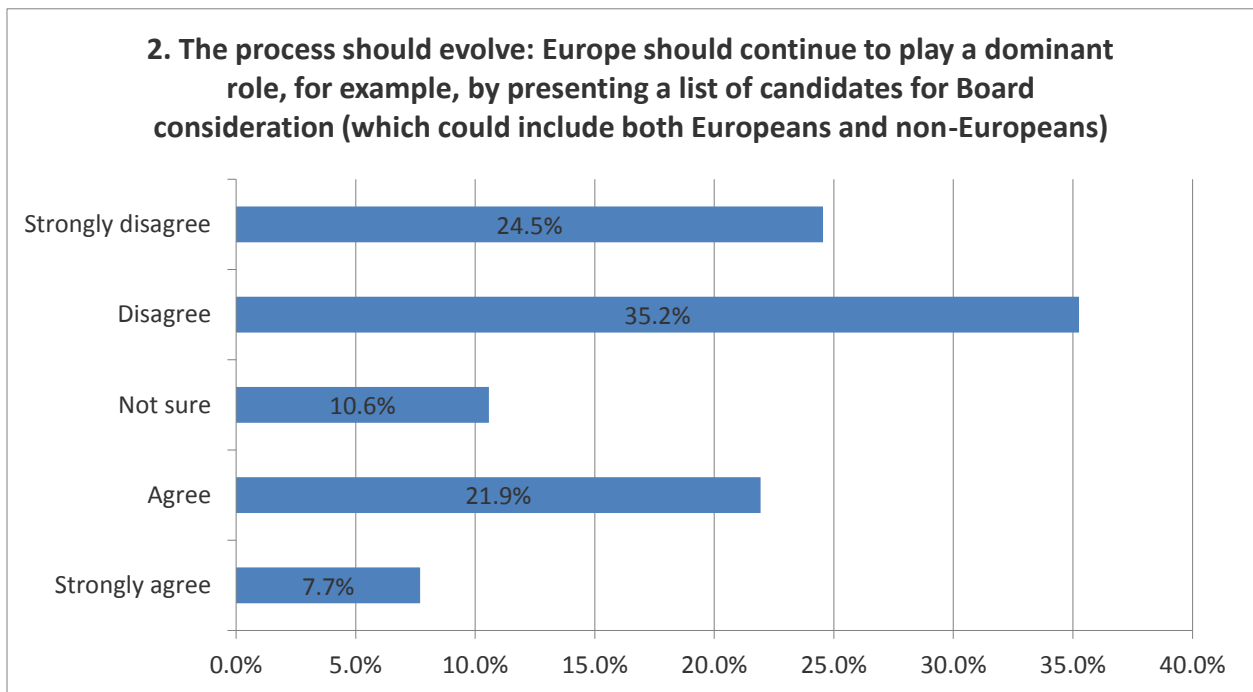
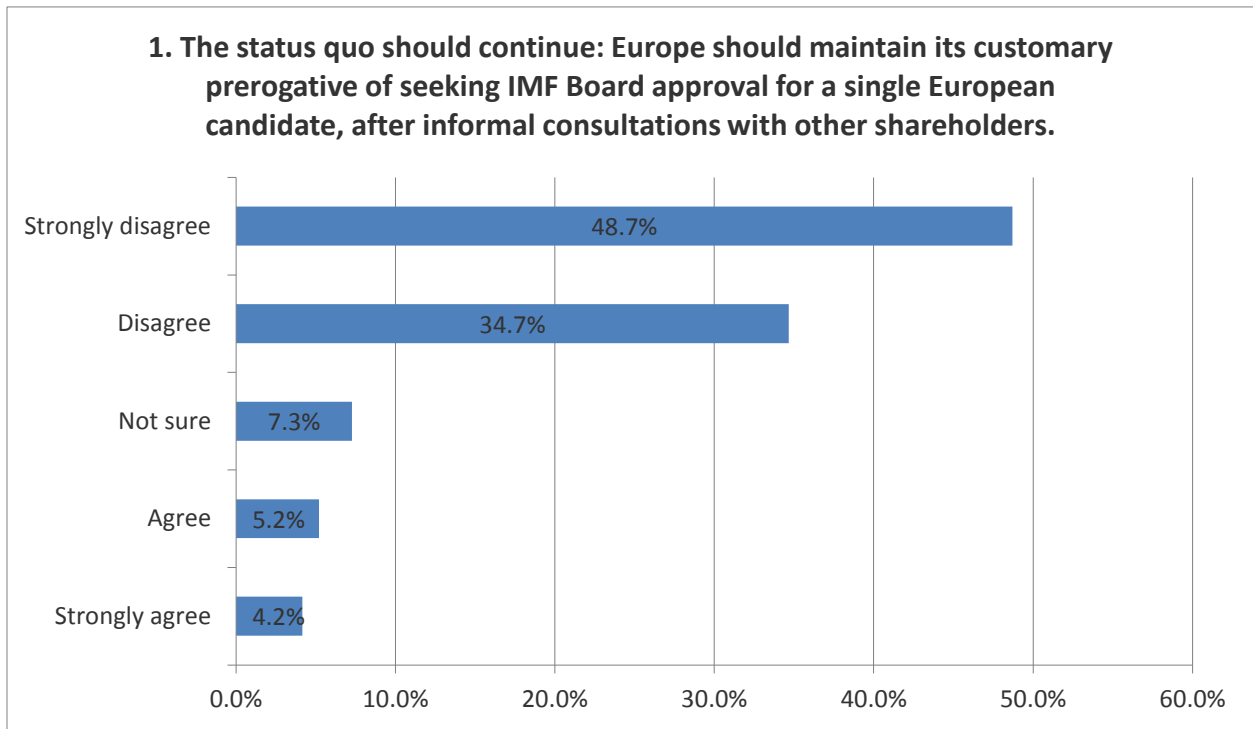
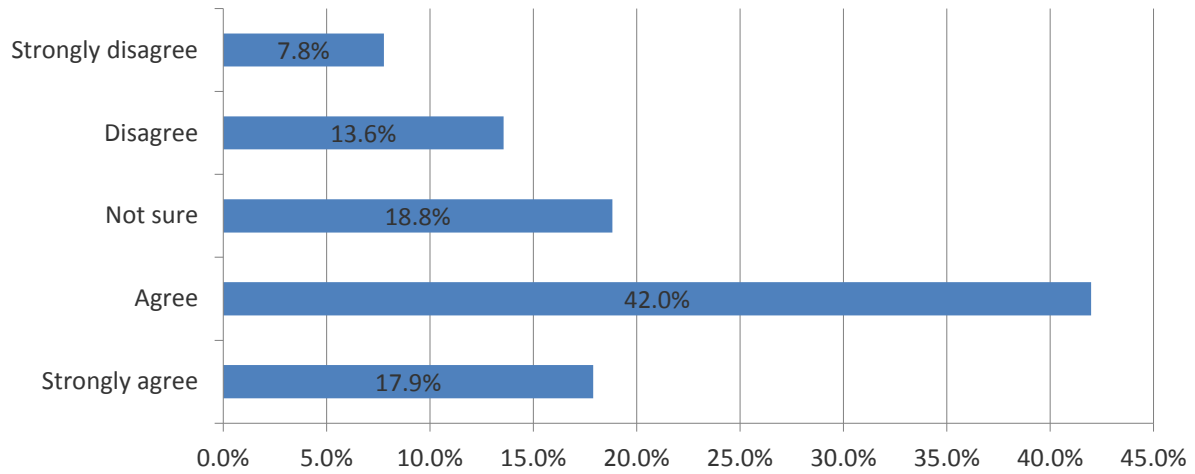


# CGD IMF Successor Candidates Survey: Final Results

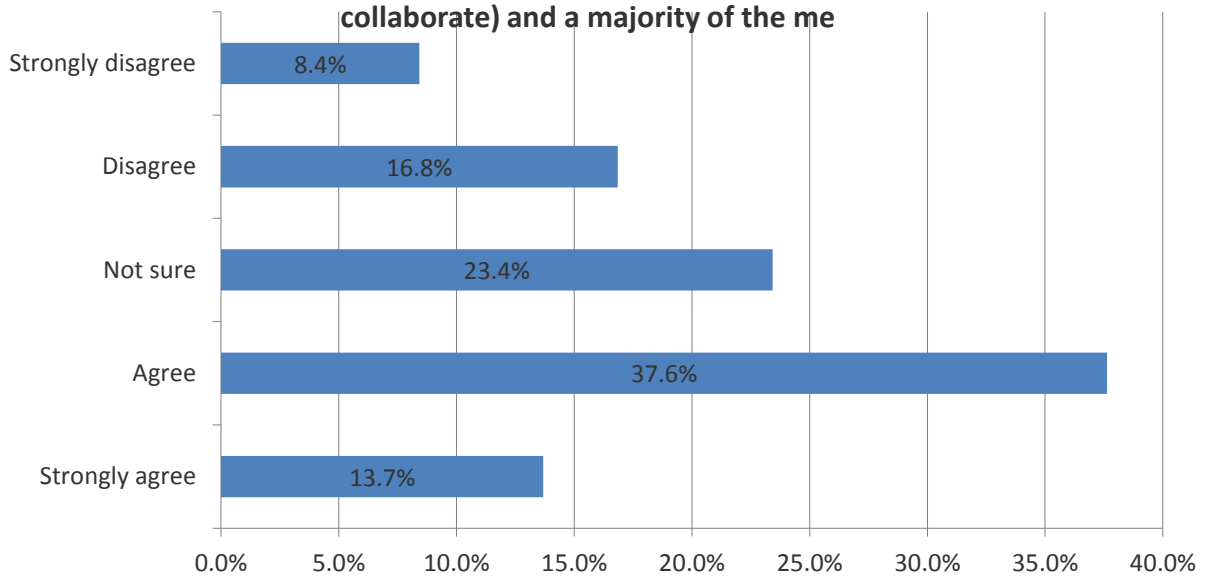
Results as of 12:00pm, June 28, 2011



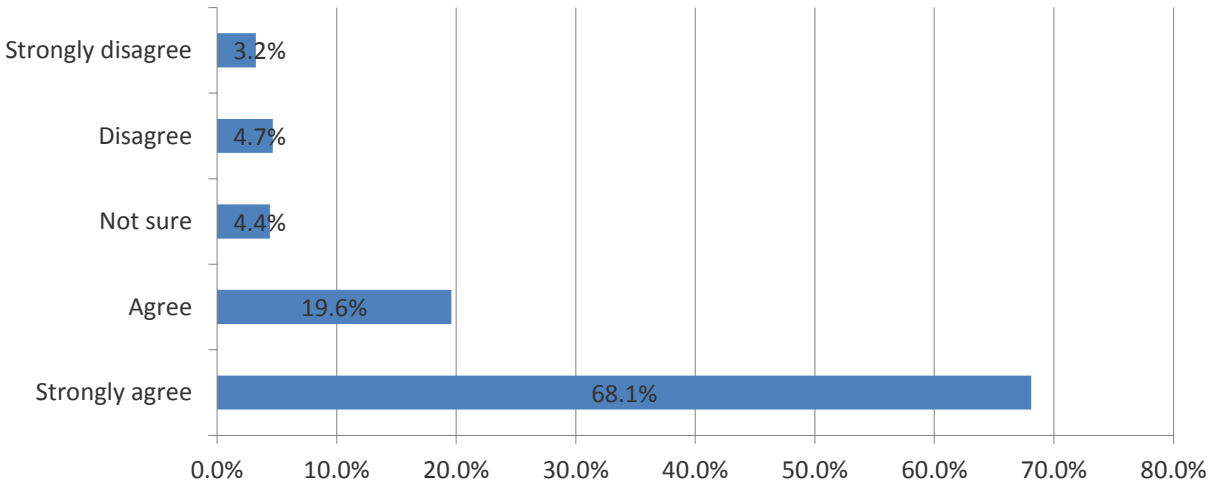
**3. A standing committee of eminent persons appointed by the IMF Board should present at least two qualified candidates, in addition to any other member-proposed candidates.**



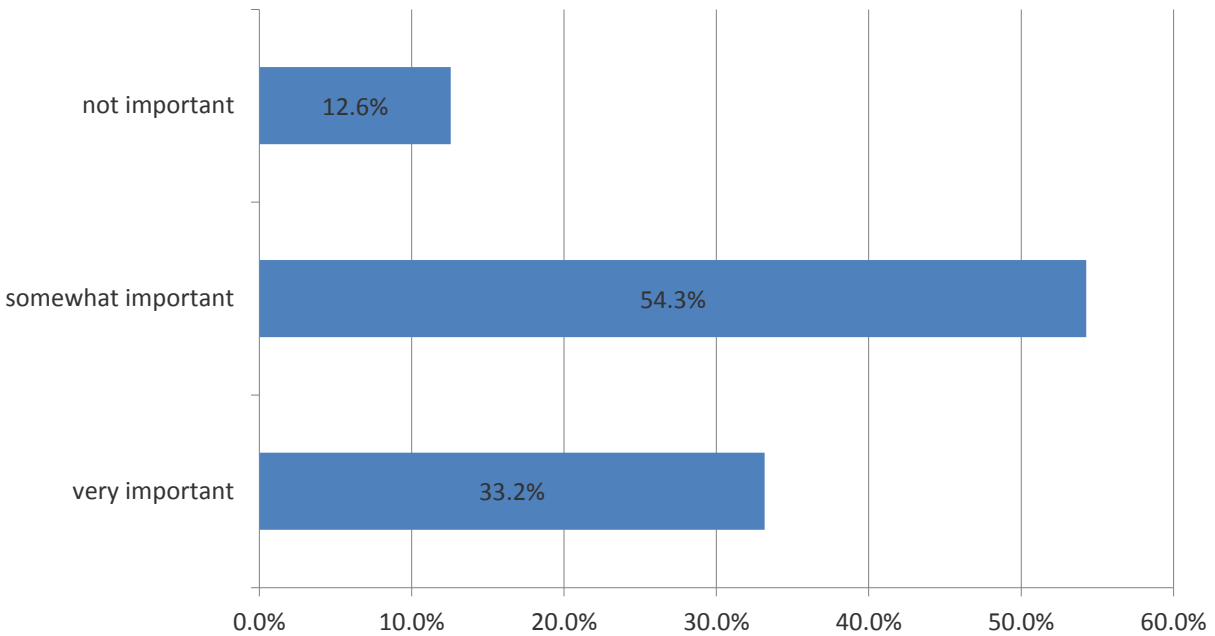
**4. The IMF board should adopt a double majority voting process in which a candidate would need a majority of the voting shares (which gives the United States, Europe and other large economies an effective veto if they collaborate) and a majority of the me**



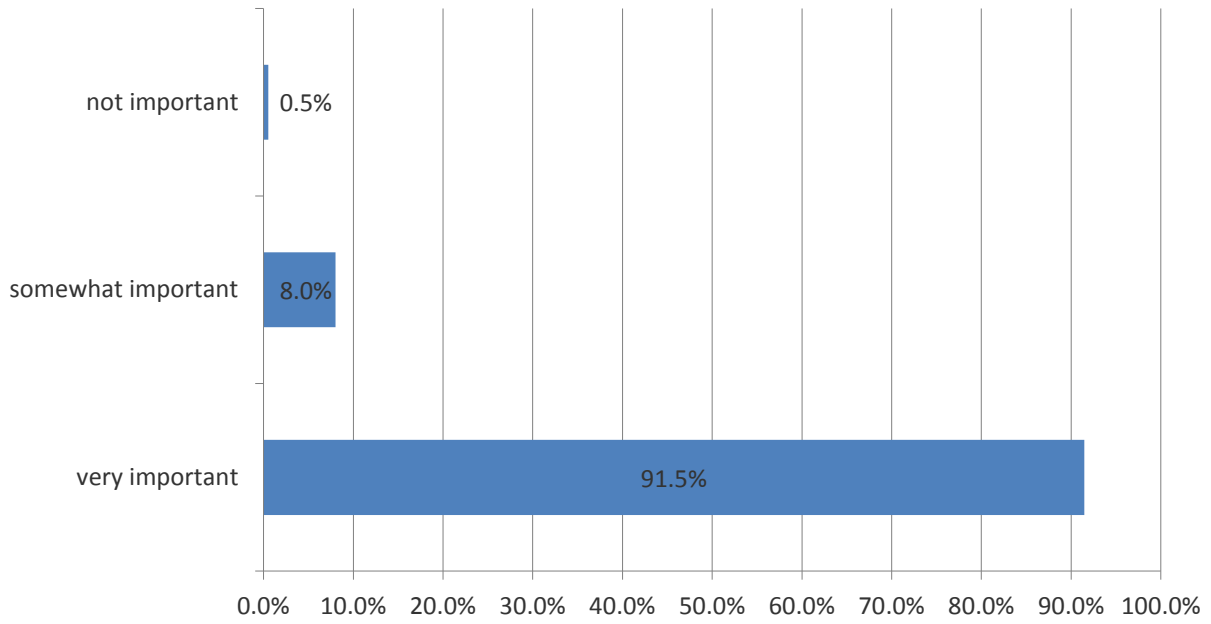
**5. The traditional European prerogative to name the head of the IMF and the U.S. prerogative to name the World Bank president should be replaced by a selection process that is open, competitive and merit-based, without regard to nationality.**



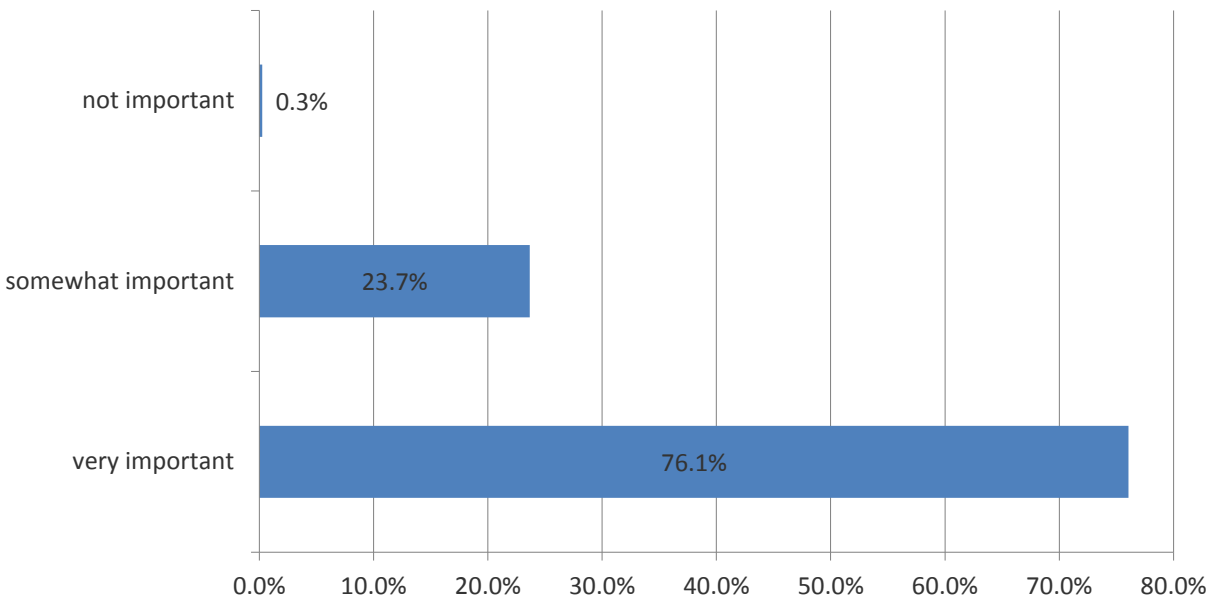
**6. Experience in private banking and financial services industry**



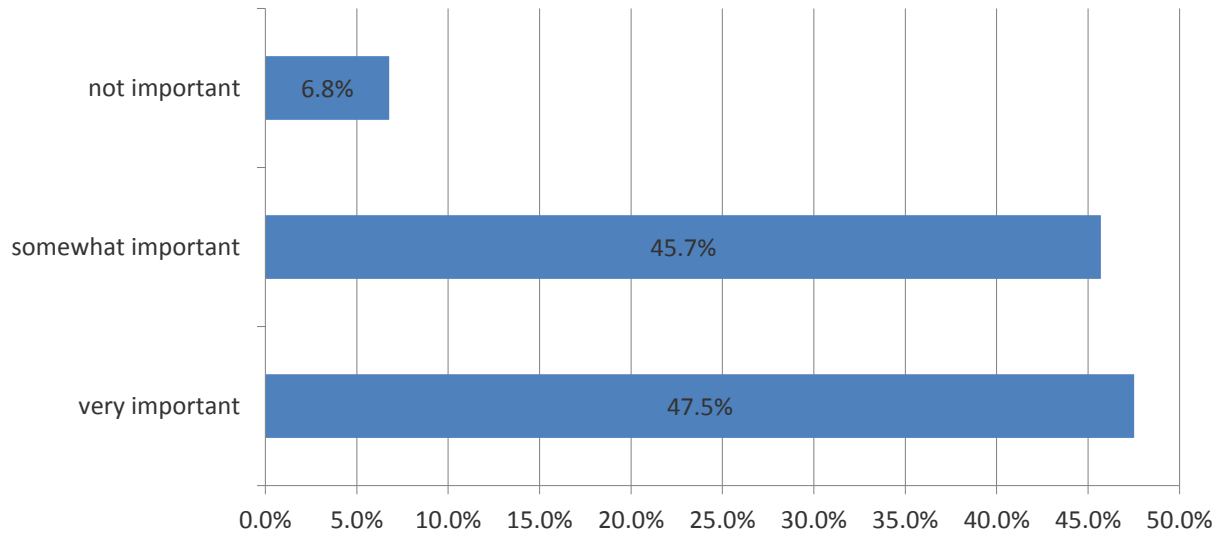
### 7. Understanding of international monetary and capital market issues



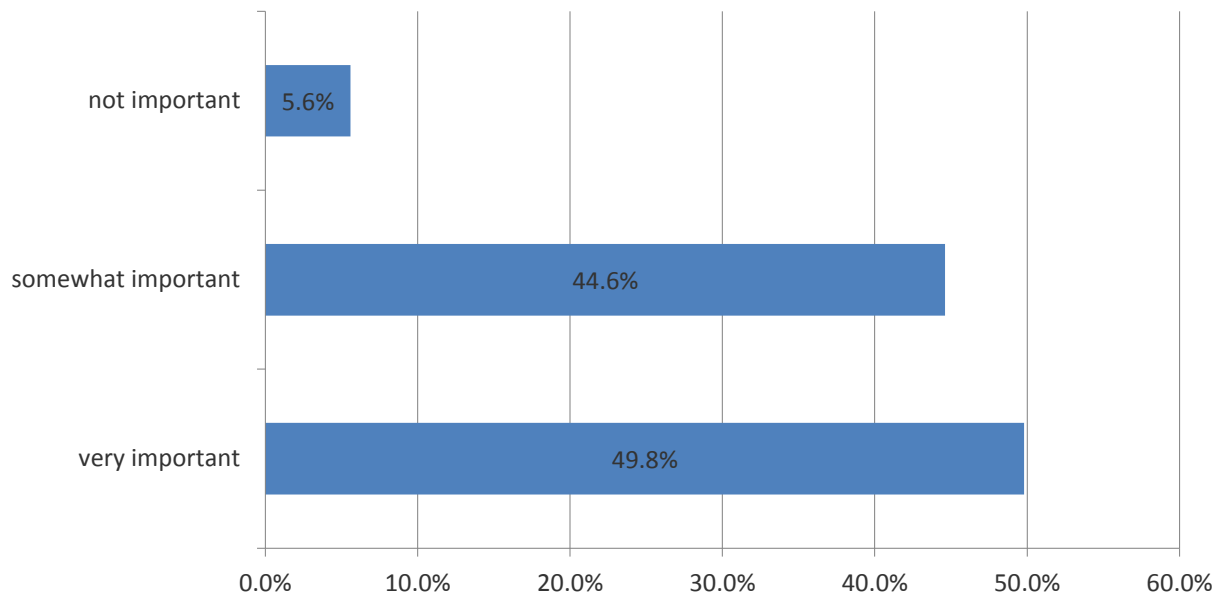
### 8. Experience managing economic and financial crises

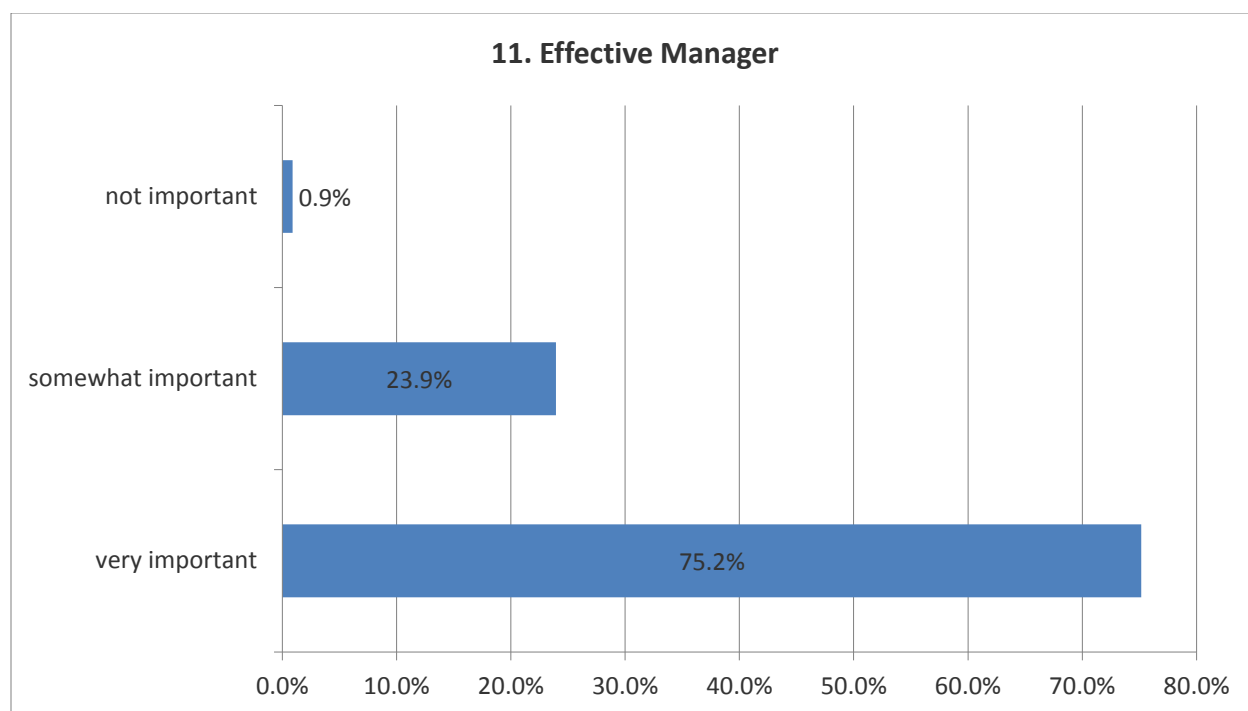


### 9. High-Level International Organization Experience



### 10. High-Level Political and Diplomatic Experience





## IMF Leadership Survey: Process, Qualifications, Candidates

Following are some of the individuals mentioned in press reports as possible candidates to become Managing Director of IMF. Please indicate your perception of their qualifications and experience using the following scores: 1: Fair; 2: Good; 3: Excellent; 0: Lacks this qualification or experience. If you do not have an opinion, do not know, or do not otherwise wish to comment on any candidate, leave the fields blank. (Note: CGD staff did not consult with any of the individuals listed and arbitrarily limited the number of names to make the survey manageable; inclusion on this list does not imply endorsement by CGD.)

### Private Sector Banking and Finance Experience

Answer Options	0	%	1	%	2	%	3	%	Response Count
Axel Weber	22	24%	18	20%	25	28%	25	28%	90
Peer Steinbrueck	23	34%	20	29%	18	26%	7	10%	68
Stanley Fischer	15	7%	37	18%	58	28%	97	47%	207
Montek Singh Ahluwalia	38	29%	38	29%	30	23%	23	18%	129
Gordon Brown	75	31%	73	31%	59	25%	32	13%	239
Agustin Carstens	26	16%	48	30%	49	30%	39	24%	162
Kemal Dervis	35	19%	59	31%	60	32%	35	19%	189
Mario Draghi	12	11%	18	16%	37	34%	43	39%	110
Mohamed El-Erian	8	6%	12	9%	13	9%	104	76%	137
Arminio Fraga	7	6%	13	11%	29	25%	65	57%	114
Christine Lagarde	22	9%	47	20%	70	30%	96	41%	235
Trevor Manuel	31	20%	47	30%	49	31%	30	19%	157
Il Sakong	16	29%	17	30%	16	29%	7	13%	56

Tharman Shanmugaratnam	18	26%	19	28%	18	26%	13	19%	68
Zhou Xiaochuan	23	27%	25	29%	21	24%	17	20%	86

### Understanding of international monetary and capital market issues

Answer Options	0	%	1	%	2	%	3	%	Response Count
Axel Weber	2	13%	4	27%	3	20%	6	40%	15
Peer Steinbrueck	3	30%	2	20%	3	30%	2	20%	10
Stanley Fischer	3	9%	0	0%	1	3%	30	88%	34
Montek Singh Ahluwalia	0	0%	1	5%	8	40%	11	55%	20
Gordon Brown	4	10%	6	15%	13	33%	17	43%	40
Agustin Carstens	1	3%	3	8%	11	28%	25	63%	40
Kemal Dervis	2	8%	0	0%	10	42%	12	50%	24
Mario Draghi	2	13%	1	6%	3	19%	10	63%	16
Mohamed El-Erian	1	5%	1	5%	5	24%	14	67%	21
Arminio Fraga	1	6%	2	12%	6	35%	8	47%	17
Christine Lagarde	4	8%	7	14%	19	39%	19	39%	49
Trevor Manuel	3	13%	5	21%	11	46%	5	21%	24
Il Sakong	1	20%	1	20%	2	40%	1	20%	5
Tharman Shanmugaratnam	1	9%	2	18%	2	18%	6	55%	11
Zhou Xiaochuan	1	14%	4	57%	1	14%	1	14%	7

### Experience managing economic and financial crises

Answer Options	0	%	1	%	2	%	3	%	Response Count
Axel Weber	13	13%	28	29%	34	35%	22	23%	97
Peer Steinbrueck	15	22%	17	25%	22	32%	15	22%	69
Stanley Fischer	14	6%	21	10%	49	23%	133	61%	217
Montek Singh Ahluwalia	14	10%	28	20%	50	35%	51	36%	143
Gordon Brown	17	6%	40	15%	79	29%	136	50%	272
Agustin Carstens	12	7%	36	21%	55	33%	66	39%	169
Kemal Dervis	8	4%	12	6%	48	23%	143	68%	211
Mario Draghi	9	8%	29	26%	34	30%	40	36%	112
Mohamed El-Erian	21	16%	36	28%	42	32%	31	24%	130
Arminio Fraga	7	6%	25	21%	31	26%	56	47%	119
Christine Lagarde	15	6%	35	13%	96	36%	119	45%	265
Trevor Manuel	14	8%	29	17%	48	28%	78	46%	169
Il Sakong	13	22%	18	31%	20	34%	8	14%	59
Tharman Shanmugaratnam	13	18%	20	27%	28	38%	12	16%	73
Zhou Xiaochuan	13	15%	25	28%	26	30%	24	27%	88

### High-Level International Organization Experience

Answer Options	0	%	1	%	2	%	3	%	Response Count
Axel Weber	18	19%	24	25%	32	33%	22	23%	96
Peer Steinbrueck	19	28%	23	34%	14	21%	11	16%	67

Stanley Fischer	10	5%	17	8%	40	18%	155	70%	222
Montek Singh Ahluwalia	10	7%	21	14%	41	28%	76	51%	148
Gordon Brown	41	16%	62	24%	75	30%	76	30%	254
Agustin Carstens	14	8%	25	15%	54	32%	77	45%	170
Kemal Dervis	6	3%	10	5%	28	13%	172	80%	216
Mario Draghi	8	7%	20	19%	39	36%	41	38%	108
Mohamed El-Erian	22	17%	25	19%	49	38%	34	26%	130
Arminio Fraga	23	20%	47	42%	29	26%	14	12%	113
Christine Lagarde	46	18%	55	22%	85	34%	65	26%	251
Trevor Manuel	19	12%	39	24%	62	38%	45	27%	165
Il Sakong	11	18%	21	35%	22	37%	6	10%	60
Tharman									
Shanmugaratnam	12	17%	23	33%	23	33%	11	16%	69
Zhou Xiaochuan	13	15%	29	35%	31	37%	11	13%	84

High-Level Political and Diplomatic Experience									
Answer Options	0	%	1	%	2	%	3	%	Response Count
Axel Weber	16	16%	25	26%	33	34%	23	24%	97
Peer Steinbrueck	6	9%	12	18%	24	36%	24	36%	66
Stanley Fischer	11	5%	37	17%	80	37%	87	40%	215
Montek Singh Ahluwalia	9	6%	18	13%	48	33%	69	48%	144
Gordon Brown	7	3%	16	6%	43	16%	209	76%	275
Agustin Carstens	11	6%	44	26%	69	41%	46	27%	170
Kemal Dervis	6	3%	15	7%	43	20%	149	70%	213
Mario Draghi	8	7%	17	15%	42	38%	44	40%	111
Mohamed El-Erian	26	21%	52	41%	27	21%	21	17%	126
Arminio Fraga	8	7%	35	30%	46	40%	27	23%	116
Christine Lagarde	11	4%	17	6%	56	21%	186	69%	270
Trevor Manuel	8	5%	21	12%	39	22%	107	61%	175
Il Sakong	6	10%	19	32%	23	39%	11	19%	59
Tharman									
Shanmugaratnam	5	7%	21	29%	31	43%	15	21%	72
Zhou Xiaochuan	11	12%	17	19%	34	38%	27	30%	89

Effective Manager									
Answer Options	0	%	1	%	2	%	3	%	Response Count
Axel Weber	10	13%	16	21%	32	42%	18	24%	76
Peer Steinbrueck	9	15%	15	25%	25	42%	10	17%	59
Stanley Fischer	10	5%	28	14%	71	36%	89	45%	198
Montek Singh Ahluwalia	3	2%	21	17%	45	37%	53	43%	122
Gordon Brown	38	16%	75	31%	83	34%	46	19%	242
Agustin Carstens	11	8%	37	26%	63	44%	32	22%	143
Kemal Dervis	9	5%	25	13%	78	41%	79	41%	191
Mario Draghi	9	10%	16	18%	31	35%	33	37%	89
Mohamed El-Erian	3	3%	14	13%	35	31%	60	54%	112
Arminio Fraga	6	6%	17	18%	38	40%	33	35%	94
Christine Lagarde	16	7%	30	14%	87	40%	85	39%	218
Trevor Manuel	8	5%	22	14%	51	33%	73	47%	154



Il Sakong	10	19%	21	40%	14	26%	8	15%	53
Tharman	9	15%	14	23%	27	45%	10	17%	60
Shanmugaratnam	8	10%	14	18%	36	47%	19	25%	77

