



# DO YOU SEE WHAT I SEE?

**BUILDING A NON-EXECUTIVE DIRECTOR TALENT  
POOL FOR INCLUSIVE CAPITALISM**



# THE ISSUE

While the challenges of 'long-term capitalism' represented by increased regulation and rising demand for transparency from wider stakeholders raise the bar of performance for company boards, the underpinning skill-set required to deliver effective executive leadership arguably remains the same, but equally in short supply.

We are investigating with leading companies and executives the underpinning and enduring foundations of what makes an effective Non-Executive Director.

## More specifically, we hope to:

1. Explore the most effective ways in which NEDs work together with the CEO and senior team to ensure the scrutiny and optimisation of the processes of establishing, articulating and evaluating progress against the strategic objectives and operations of the company;
2. Establish what turns a good NED into an exceptionally valuable one who can both drive and further enhance company performance;
3. Investigate the extent to which there are different and as yet untapped pools of NED talent;
4. And ultimately understand and even place a value on the extent to which 'executive capital' represents a new asset class in how we understand the value of leadership talent in organisations.

The findings will provide a clear blueprint for Non-Executive Directors, experienced or aspiring, and Chairs, to help with the challenges of future selection and talent pool considerations.

## PARTICIPATION

We are interviewing Chairs, Non-Executive Directors, CEOs, other C-suite members and MDs from listed organisations, together with institutional investors, experienced head-hunters and thought leaders around the world.

Initial interviews will last approximately one hour, and will explore the issues underpinning the research questions listed. We anticipate a total of 60 participants.

All of the content will be confidential and permissions for quotations will be sought in advance and in writing.

## TIMESCALES

We hope to conduct most of the interviews between October and late January.

Initial findings from the research will be shared with participants ahead of a major launch of the findings in early 2015.

# RESEARCH TEAM

The research team comprises of experienced leaders in the respective fields of executive and non-executive search, board assessment and academic research.

The research will be conducted by Jo Sellwood-Taylor and Sharon Mullen, Co-Founding Directors of Mullwood Partnership, who provide international board level executive and non-executive search services and industry leading research; together with Dr. Anthony Hesketh, Senior Lecturer and Associate Professor at Lancaster University Management School, Visiting Professor at Copenhagen Business School and Senior Advisor to Deloitte; and Andrea Adams, Managing Director of strategic leadership and organisation consulting firm Triumph.

The biographies of the team are attached for your information.



## DR ANTHONY HESKETH

Anthony Hesketh is Senior Lecturer in the Management School at Lancaster University, Visiting Professor at Copenhagen Business School and Senior Advisor to Deloitte.

His research focuses on capturing the impact of leadership, strategy and human capital on organisational performance.

Previous books include topics on talent (Oxford University Press, 2004), performance (Cambridge University Press, 2010) and leadership (Palgrave, 2010).

Anthony was the founding director of the Centre for Performance-Led HR at Lancaster University Management School.



## JO SELLWOOD-TAYLOR

Jo has more than 20 years' experience in executive and non-executive search. She has recruited nationally and internationally at senior executive and board levels across all functional areas.

Throughout her extensive career, Jo has successfully provided in depth expertise and insight in appointing senior and board level HR leaders together with non-executive directors for clients who include Kellogg's, Lloyds Banking Group, Toronto Dominion Bank Group, BAE Systems, Co-operative Group, Virgin, Molson Coors, 3G, General Electric, AstraZeneca, Royal Mail, Mothercare, Rolls Royce, British Airways, eBay and Premier Farnell.

Viewed as a thought leader within the HR arena, Jo has an extensive senior/board level network in the UK and internationally. She has provided subject matter expertise and articles for publications such as The Times, The Sunday Times, The Mail on Sunday, The Daily Telegraph, Harvard Business Review, Executive Grapevine and Insider; and is a regular contributor for business articles published by the CriticalEye Global Community.

Jo was nominated for Business Woman of the Year 2008 and is a regular speaker at board level events.

Alongside Mullwood Partnership, who provide executive and non-executive search services, and industry leading research, Jo continues with her non-executive director and strategic advisory roles with a number of firms.





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### SHARON MULLEN

Sharon has an executive career of over 20 years, specialising in human resources and executive and non-executive search.

For the last 17 years, Sharon has worked alongside global organisations including Barclays, Reckitt Benckiser, Lloyds Banking Group, Toronto Dominion Bank Group, Kellogg's, Carlsberg, AstraZeneca, American Express, Rolls Royce, Specsavers, TUI, British Airways, eBay and Millennium Copthorne Hotels, bringing significant expertise and experience in appointing senior and board level HR leaders on a national and international basis.

Sharon's extensive expert subject knowledge and networks have enabled her to contribute to both specialist and national media articles, including The Sunday Times, Insider, Harvard Business Review and specialist CIPD produced literature.

Sharon is regularly requested, as a mentor and a coach, to provide consultancy advice to senior/board level individuals and organisations.

In addition to Mullwood Partnership, who provide executive and non-executive search services, and industry leading research, Sharon works alongside a number of organisations as a non-executive director advising on business growth and stability.



  
TRIUMPHA

### ANDREA ADAMS

Andrea is the Founder and Managing Director of Triumpha, who help leaders to perform at their best, improve the effectiveness of their boards and leadership teams, and successfully lead and transform their organisations during times of change.

Her approach is shaped by 20 years of operational HR experience and over 10 years at board level in both executive and non-executive roles. She has worked with complex international organisations such as Unilever, Ford, BAE Systems, Inchcape, Thermo Fisher, BP, BUPA, Barclays, Bertelsmann and private and not for profit organisations such as the Liverpool Arts Regeneration Consortium (LARC), Boehringer Ingelheim, Hermes, the Liverpool Arabic Arts Festival, Vertex and the Verna Group. Before founding Triumpha, Andrea was Chief HR Officer at Vertex. She also sat on the board at BAE Systems' Air Support business.

Andrea is a sought-after speaker and facilitator and regularly contributes articles to leading HR and management publications including HR Magazine, Strategic HR Review, OD Practitioner, Management Issues and the Institute of Leadership & Management's Edge. She holds an MBA from Warwick University and an MA in HR Leadership from Rotterdam School of Management. She is a Fellow of the Chartered Institute of Personnel & Development (FCIPD) and an Independent Board Member for the University of Central Lancashire.

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