

CANVAS

SOCIAL IMPACT EDITION
SUMMER 2017

BY Saxton Bampfylde



**PEOPLE, PARTNERSHIP
AND PURPOSE**

HOW THE SOCIAL IMPACT SECTOR IS EVOLVING

WELCOME

Welcome to the Social Impact 2017 edition of CANVAS, the insights update from Saxton Bampfylde. Our aim is to share interesting thoughts and perspectives on topics and issues that are relevant and current in your sector.

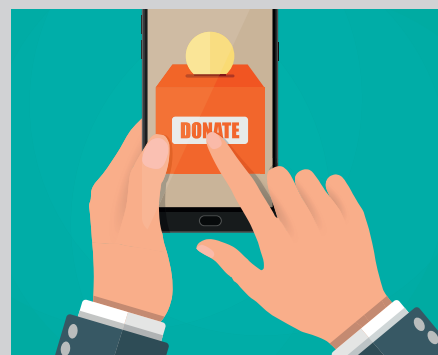
We very much welcome any thoughts, comments, or inputs you would like to share.

We hope that you enjoy CANVAS.

CONTENTS



Pg 4 FEATURE: INTERVIEW WITH
LYNDA THOMAS



Pg 8 NEWS ROUND-UP



Pg 10 PEOPLE MOVES IN THE
SOCIAL IMPACT SECTOR



Pg 12 5 QUESTIONS EVERY
SEARCH COMMITTEE
SHOULD ASK - OF ITSELF



Pg 14 TEAM INSIGHT:
AIDAN KENNEDY



EDITION OVERVIEW



Rachel Hubbard

Partner & Head of Social Impact Practice

✉ rachel.hubbard@saxbam.com

With the privilege of meeting many remarkable leaders, we at Saxton Bampfylde see huge potential for social impact organisations to step up during times of uncertainty, when leadership can seem in short supply in public life.

Some in the media have seen charities as easy targets, but despite the significant challenges, we see stronger governance in Boards and robust fundraising strategies where donors are closer to the outcomes sought. Can the sector respond still further?

We see a real opportunity for social impact organisations who can be innovators and partners. Able to respond to the environment and with highly committed leadership in executive and non-executive, there is an opportunity to bring solutions to some massive intractable societal UK and

global issues, as government is distracted with the small issue of Brexit.

Social impact organisations including charities, policy makers and regulators old and new are having to undertake considerable review, reshape and repair - including of donor and beneficiary trust. With an estimated £40bn contribution to the UK economy each year and almost 50% of adults volunteering, the power of the sector is very significant.

With 15 million people in the UK living with long term health conditions, the challenges facing health and social care are well documented and the charity sector is well placed to help shape our response and future provision in this part of society. Through the breadth of its service delivery, care and support, Macmillan Cancer Support has developed extensive knowledge,

experience and an ability to innovate. As one of the best-known health charities across the four nations of the UK, Macmillan's voice is influential, but the strength of the collective voice with large and small charities working together is proving more powerful, and indeed, more useful for healthcare providers and policy makers alike.

Lynda Thomas, CEO of Macmillan Cancer Support, has an instinctive understanding of this collective opportunity. Having worked with the charity since 2001, she has witnessed how Macmillan, the sector and the health service have changed. She talks to Canvas about how the sector is moving forward and why working together is the most important goal for the future. **6**



INTERVIEW WITH

LYNDA THOMAS

CHIEF EXECUTIVE, MACMILLAN CANCER SUPPORT

Lynda Thomas talks about how the social impact sector is moving forward and why working together is the most important goal for the future.

Charities are increasingly helping to shape or influence public service and health and social care policy, particularly through organisations such as the Richmond Group, a coalition of 14 health and social care organisations in the voluntary sector. What impacts is this having? Are charities supported enough to undertake this additional activity?

It's vital that charities, no matter whether large or small, have the ability, expertise and commitment to undertake influencer engagement. Working with key influencers allows charities to transition beyond helping one beneficiary at a time to effecting massive, long-term and sustainable change for a much wider group of existing or potential beneficiaries. In my mind, Macmillan Cancer Support has a key role to play in this area.

I feel passionately about working in coalition. The power of a collective voice, through that of organisations such as the Richmond Group, is an effective route to talk to government and policy makers about end-of-life care and other health issues.

Increasingly, we see Macmillan beneficiaries living with a whole range of other health issues such as heart disease, diabetes or dementia. In the UK today, there are hundreds of charities supporting the 15 million people who are living with long-term conditions. Working together means that there are not 15 or more organisations approaching policy makers or health officials separately. Working together makes it smoother and easier for the person you are trying to influence as it means we are influencing with one voice. A lot of the issues which affect our beneficiaries also affect those of other charities, so by working together to influence, inform and share we are achieving more. However, for coalitions like the Richmond Group to work, it's vital that each member leaves its organisational badge at the door and goes in on behalf of the sector.

We recognise we're a larger charity, and sometimes this can open doors for smaller charities to policy makers when working together. However, we are also learning from others who are smaller but do the influencer work incredibly well. Rethink Mental Illness, which is part of the Richmond Group, is a great example of this.

Does your approach differ across the devolved nations?

At Macmillan we absolutely understand the importance of approaching each political and health administration accordingly. However,

"For coalitions like the Richmond Group to work it's vital that each member leaves its organisational badge at the door and goes in on behalf of the sector."



our influencing work typically focusses on our key issues and this ensures a consistent and clear message across the nations.

When I joined Macmillan, our spotlight was on Westminster, but so much has changed since then. We recognise that the governments and populations across the UK are very different so we have dedicated teams in each devolved country.

In Scotland, for example, health and social care are joined up and we can learn a lot from that. In Northern Ireland, with a population of 1.9 million, we often see some of our most innovative programmes take place. It is an ideal pilot ground as we can achieve scale and deliver impact for every person in the country. The challenge then is how to bring it back to other devolved countries.

In my experience, it has become clear that England has a problem accepting learnings and examples from other devolved nations. It is often the case that we are asked for international examples rather than those undertaken at a national or neighbouring country, which is a big mistake.

England has the biggest population in the UK. That makes it much, much harder than

anywhere else to deliver change and improve service so that is where a lot of the problems are at this moment.

As part of the sustainability and transformation plans for NHS England, we are moving to smaller devolved areas in terms of healthcare. I believe now is the time to be focusing on the other countries in the UK and what we can learn from them.

Regulation continues to be introduced in the charity sector. Does this create more challenges, or are there opportunities to be found? How is this shaping the charitable landscape?

Overall, we welcome the regulation and the greater level of scrutiny which has taken place over the past two years, particularly in the fundraising space.

At Macmillan, we have taken a long hard look at our fundraising practices and streamlined them to be clearly in line with donor choice so that they have an optimal experience with us.

We have a brilliant fundraising portfolio and I do believe that we are ethical. However, what the increased regulation has given us is the mandate to have honest conversations between the Board, the executive and

fundraising teams, asking 'what are we really about?'. We have personally spoken to 3,000 donors to get feedback on how they see us and our practices. We are committed to developing long term relationships with donors, and this is enforced through our fundraising promise.

We do have a good relationship with the Charity Commission. We have worked hard to make it reciprocal, bringing the team in to our organisation to see what a fundraising practice in a large charity really looks like. In turn, they have helped our people understand more about regulation. This has been a very positive experience across Macmillan.

The regulation has also brought about a positive impact to the executive team, making us work closer together and be very clear about what we are doing, how we are fundraising and where the money is going. It has enhanced the relationship with the Board, bringing the operational and governance functions closer together. The Board cannot run the charity, but its members now have a much better understanding of how we raise money and how we operate, and will also be much more involved in key decisions about how we fundraise into the future.

Regulation is here; we can't and shouldn't fight it. We do, and will, work with the regulator and make sure that we do all we can to be open. We are in a much better place than we were two years ago. That can only be a good thing.

Do regulation challenges make it harder to bring in new appointments, trustees and boards?

They have definitely put trustees and chairs of charities in a slightly different space, but it hasn't impacted the level of interest in the roles. Well, certainly not with Macmillan Cancer Support.

With more responsibility and a potential for these roles to be much more public or media facing, we do need to be much more explicit about the job description. We do need to discuss clearly any challenges or reputational issues facing each organisation. This is quite a change, certainly from five years ago.

The benefits that can be achieved from supportive chairs and trustees is invaluable. Our chair, Julia Palca, has been hugely positive and open in her support, and this has enhanced our overall approach and integration of regulation considerably.

How has scandal and media speculation affected the charitable sector? What



"Increased regulation has given us the mandate to have honest conversations between the Board, the executive and fundraising teams, asking 'what are we really about?'"

changes has this brought about at an operational, fundraising and cultural level and how do you move on from this?

This has not been a positive experience for the sector. It really upsets me that the public do not trust charities the way it used to, as overall the sector has such a positive and tangible bearing on people's lives. However, I can only really address the impacts and effects it has had from Macmillan's perspective.

It was a shock at first and it took us a while to come to terms with the fact that people had started asking questions and doubting some of what we were doing. We took a decision early on that public perception and trust in Macmillan were key to us. With 99 percent of Macmillan's income coming from the British public, we really can't exist without that trust. We have worked hard to start regaining it, and are very clear that long-term trust is more important than short-term fundraising.

We needed to make sure that we were not seen as defensive and that we were taking on board what people were saying. Equally, we cannot be seen to be saying 'we don't need to fundraise' anymore as clearly that is not true. We continuously need to think about how we ask. The reality is that people don't just give, so we do still need to ask.

At an operational level, we have analysed the long-term values and risks of every single one of our fundraising channels and products. We have established a new executive committee for fundraising and marketing whose sole job is to look at this issue and review on a regular basis. We are working hard to give trustees and donors the confidence that we are behaving the way we should. This emphasises that we have carried out the due diligence. It feels good. It feels like the right thing to have done.

From a cultural point of view, we have moved to a place where we are certain that we are putting our donors and beneficiaries first, and this simply must be the way we operate. Macmillan staff are passionate about supporting beneficiaries so we've all had to look at what the impact has been on beneficiaries when we get it wrong. It has been quite a journey internally but one that we were all committed to.

The reality of our fundraising is that it is a closely-connected cycle as for every £4 we spend £3 has come from someone who has had a Macmillan service. Putting the needs of beneficiaries and donors at the heart of what we do has been vital and has enabled us to continue to fundraise successfully. This is maybe easier for healthcare charities, as people have greater affiliation or correlation



with fundraising and the services being delivered.

If I ask myself 'do I worry about fundraising?' my response is always this: 'What I really worry about is services. Provided we have excellence in services, our fundraising will come.'

How have you seen Macmillan change since you have been involved with the charity and now in your role as CEO?

There has been a seismic change in the organisation since I started 16 years ago. Back then it was a sleepy, slightly apologetic organisation, which did excellent things, but didn't talk about them very much. We certainly didn't ask people for money in a systemic way, nor did we have a consistent approach towards campaigns or influencer activity.

I started as part of the media team and with my job share, Hilary Cross, we set up the campaigning team and then went on to establish a fundraising team. I certainly don't want to discredit anyone who was here all those years ago, it was just more the way it was across the sector.

Today, a career in an organisation like Macmillan is professional from the word go as the sector is becoming unbelievably professionalised. Fundraising is a great example of this. Previously this was done on a bit of a wing and prayer; now this is a great career to get into.

I think we have moved from a world where we hoped and thought that we did great things to one in which we have to constantly prove we do great things with tangible benefits for people affected by cancer.

"Today, a career in an organisation like Macmillan is professional from the word go as the sector is becoming unbelievably professionalised"

Obviously, we are now a much larger organisation and that brings opportunities and challenges. We have perhaps diversified to the point that we need to think about a refocus. In the charity sector we have a tendency to say yes, but we are getting to a point where we need to focus on the things that we must do and consider those things that maybe we aren't able to do.

What is next for Macmillan Cancer Support?

Ultimately it is establishing how we can be the organisation that really makes a fundamental difference to people affected by cancer.

There is not enough money in health at a time when the number of people affected by cancer is increasing. We are working in a very cash-constrained market and this will get harder. If we were a supermarket we would be saying 'the doors are going to open and the customers are about to flood in'.

We really need to think about innovation in the Third Sector. We need to focus harder than

ever on how we work collaboratively with other charities and the health service. Most people who have cancer in this country will have two, three, four, sometimes five other long-term conditions. The more we can work together to offer joint services, the better we can be for patients.

Service innovation and fundraising are key. We have to put aside our individual views and think about the bigger picture. An example of how we are working together to innovate is in our new graduate programme with the British Heart Foundation. We are in the second year of this programme which we hope will equip new graduates with a range of skills across both organisations. It means we have achieved a successful pilot project between our two organisations. Why wouldn't we want to do that?

At the core of it all we need to make sure that what we are doing matters. I always feel like I am the custodian of my donor's money. We owe it to them to ensure that we are using it in the best way in all we do.

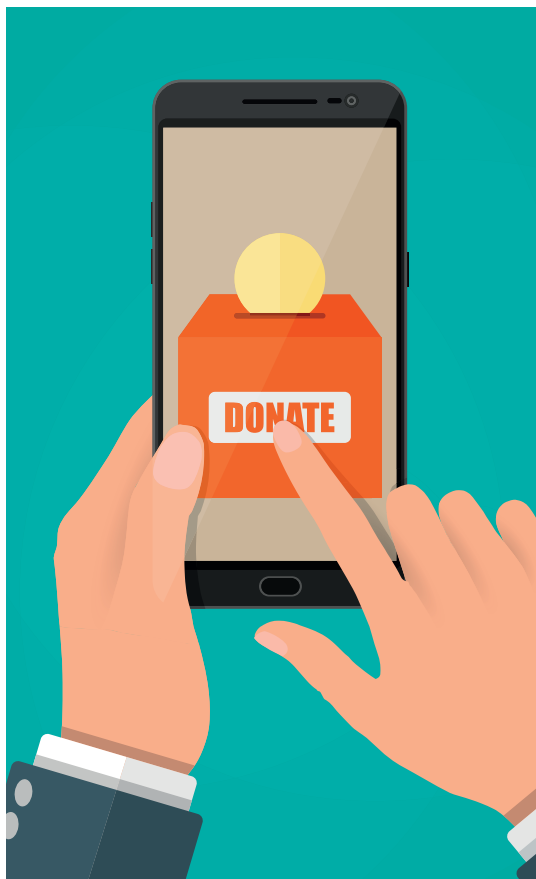
ABOUT LYNDIA THOMAS

Lynda was appointed Chief Executive of Macmillan Cancer Support in March 2015. She joined the organisation 16 years ago as joint Head of Media and has played a significant role in transforming Macmillan into one of the UK's most trusted charities. During her first ten years in the organisation, she was promoted to Board level as joint Director of External Affairs and helped develop the campaigning arm, as well as launching and maintaining the multi award-winning brand. In 2011, Lynda became Director of Fundraising, overseeing the launch of successful new fundraising products and a significant growth in income. In 2014 she was named Fundraising Magazine's second most influential fundraiser in the UK. Lynda started out her career in communications over 20 years ago, spending the first eight in consumer PR. She then moved to the Third Sector where she took on a voluntary role at NCH Action for Children that led to a job in the PR and Marketing team. After two years, she moved to the NSPCC as Media Manager, during which time she was part of the Full Stop Campaign launch, before joining Macmillan.

NEWS ROUND-UP

WE PROVIDE A BRIEF INSIGHT INTO KEY NEWS ITEMS THAT ARE CAUSING A STIR LOCALLY AND GLOBALLY.

Fundraising: is opt-in really the best option?



Not according to fundraising consultant Ken Burnett who warned that it will be an [“unnecessary, unhelpful calamity for causes and donors”](#). In a blog on 101Fundraising.com Burnett was reacting to the draft guidance from the [Information Commissioner’s Office](#) on consent under the General Data Protection Regulation, due to come into force in May 2018.

Burnett argued that many charities would lose those who may be happy to donate in the future, just not at the point, if they had to go with opt-in. He highlights that “Some charities have estimated that, if obliged to go the opt-in route, they will lose 50 to 85 per cent of their donors.”. This could be a higher attrition rate than some fundraising models’ adopted by charities could cope with. He suggested that the regulator might have been better focusing on what delivers the best donor experience, as the opt-in route has the potential to not benefit the charities or those wanting to donate.

While many organisations are looking at the new opt-in system with mixed feelings

and reasonably, it would seem, some trepidation, one charitable organisation has already had positive results asking people to say ‘yes’. The RNLI became the first organisation in the sector to announce [that it would move to an opt-in-only system of communications](#), a bold move made in October 2015. According to many reports Tim Willett, the head of funding strategy at RNLI has said that it had been much better received than expected. The charity has spent almost £3m on its project to move to opt-in, which it calls Blue Skies. Writing in [Fundraising Magazine](#) in March 2017 Tim Willett said “We are delighted that currently we have over 450,000 people who have opted in, which is double our original, conservative, ambition of 225,000. We originally projected that we could lose £36m over the coming five years, and we are currently reviewing this figure now that we know who has opted in to understand the impact.” So, opt-in might not ultimately be the best option, but it could look a whole lot better than it seems.

Foreign Aid – Britain continues to deliver at a global scale

As new crises appear on an almost daily basis in an international arena, it can seem difficult to decipher between them, and also to understand where, how and why the UK should be involved. At a senior government level this issue is creating great rifts, as [demands to cut foreign aid](#) are rising. Proposals to divert money from foreign aid to enhance Britain’s combined defence and security budget continue. The UK is currently the world’s third biggest donor spending £13bn per year on aid.

One of the areas that is being very

positively supported by UK is that in the fight against neglected tropical diseases (NTDs). [As reported in the Independent](#) ahead of a three day summit Priti Patel announced that Britain is to invest almost half a billion pounds of international funding to tackle some of these diseases affecting 200 million people in Ethiopia, Sudan, Bangladesh and India. “These diseases belong to the last century,” Ms Patel said. “They cause unimaginable suffering and pain to some of the world’s poorest people, forcing them into a deeper cycle of poverty with no way out. Yet they are treatable.”



Social care – the time is now

With a new government and a changing agenda around social care unfolding in light of manifesto pledges, Brexit and responding to a massive deficit will always be influential in decisions around UK social care and government policy. The latest spring budget was welcomed by the adult social care sector, with new funding of £2bn announced over three years. However, the overriding sentiment coming from the sector was that time was of the essence, and all opportunities must be 'seized' and taken forward with speed and efficiency. According to David Pearson [writing in CommunityCare.co.uk](#) this funding is a very welcome, but short-term measure, and a longer-term, sustainable strategy needs to be identified. Pearson says that "good care can transform lives" and that is surely what we must all be aiming for in society.

However, it would seem that with little resource as Brexit takes absolute centre stage Paul



Burstow, [writing in the Guardian](#), acknowledges the need for a long term solution, and stresses that the social care agenda really cannot take a backseat. He emphasises the need for 'a transformation in care'. The absolute necessity to be more data driven, and how this is key to moving towards more 'predictive, anticipatory care models that reduce the demand for costly crisis care'. He does also note the importance of the housing sector in the social care strategy.

With greater stimulation of the private and housing association sectors to build more later life housing, this could help to alleviate some areas of concern and release some of the £850bn of assets reported to be held by over 65s in the UK today. A positive move that would benefit the social care and private sectors and help to deliver on any future government to develop a long-term solution.

EVENTS ROUND-UP

INTERNATIONAL DEVELOPMENT DINNER WITH BOND

In April, Chairs and senior Board Trustees of leading international development and humanitarian charities gathered for a dinner at Villandry St James, jointly hosted by Saxton Bampfylde and Bond - the UK membership body for organisations working in international development. Led by Peter Bennett Jones, the Chair of Save the Children UK, alongside Bond's newly appointed CEO, Tamsyn Barton, and Saxton Bampfylde's Aidan Kennedy, the discussion focused on how Boards in the sector can help to solidify commitment and understanding from both government and the wider public on the benefits and critical importance of UK international Aid. The imperative of embedding conviction behind the UK's financial contribution in Aid - highlighting the benefit to the UK, was discussed, as was a focus on making sure that the sector's own

transparency, performance and messaging was of the highest calibre in order to build wider trust in the work of UK Aid. A robust and candid debate, the conversation ranged widely with co-ordinated actions discussed and agreed.

ANNUAL SOCIAL IMPACT CEO DINNER

This Spring, Chief Executives from some of the UK's most prominent social sector organisations joined Saxton Bampfylde at the Foundling Museum in Russell Square for dinner and discussions on social investment funding. Scott Greenhalgh, Executive Chair of Bridges Evergreen Holdings opened the conversation with a presentation on this form of funding. Scott is Executive Chairman of the Bridges Evergreen Holdings, an investment vehicle that provides patient capital to support social sector organisations and mission-led businesses. Scott's

presentation explored three key areas: the origins of social investment, what it involves and crucially, how it can be used to support social sector organisations.

ANNUAL CHAIRS DINNER

In May of this year, Saxton Bampfylde hosted a dinner for Chairs of leading social impact organisations for dinner around the theme of fundraising. The evening's speaker was Caroline Underwood, founder and leader of the Philanthropy Company, who discussed "The Good, the Bad and the Ugly" of charity fundraising before opening the floor for a lively discussion of our guests' own experiences and reflections on fundraising in the sector. The overriding theme of the open discussion was ethical fundraising and board practice, and the requirement to balance fundraising best practice with the drive to deliver to charitable organisations' beneficiaries.

SOCIAL IMPACT PEOPLE MOVES

Saxton Bampfylde and its partners around the world through Panorama advise many leading social impact organisations. We are delighted to share with you a selection of some of the roles that we have been privileged to work on.



SU-MEI THOMPSON **MEDIA TRUST** **CEO**

Media Trust, the UK's leading communications charity, has appointed Su-Mei Thompson as the

charity's new Chief Executive. Su-Mei, will take up the position in September 2017, she brings a wealth of experience and knowledge both from the media sector and from the non-profit space. Her appointment follows eight years as CEO at The Women's Foundation, an NGO dedicated to the advancement of women and girls in Hong Kong. She has held senior management positions at The Walt Disney Company, the Financial Times and Christie's in Asia. Su-Mei has led The Women's Foundation from a small founder-led operation into an organisation that is today recognised as one of Hong Kong's most dynamic and impactful NGOs.

She joins Media Trust with a brief to drive a five-year growth strategy to scale up media volunteer engagement, working in partnership with the media industry to provide volunteer skills, mentoring and other resources to the many charitable organisations and marginalised communities that need expert communications support.



TAMSYN BARTON **BOND** **CEO**

Bond, the UK membership body for non-governmental organisations (NGOs) working in international

development, has appointed Tamsyn Barton, formerly of DFID and the European Investment Bank, as its new Chief Executive. Tamsyn joins Bond after a long and varied career in international development which began in the early 90s with a year of voluntary work in South India. She spent 13 years working for ODA/DFID, starting as a social development adviser. She was the lead drafter of DFID policy papers on infrastructure, trade and conflict prevention as well as working to draft the paper on DFID's work with the EU.

In 2010 she moved to the European Investment Bank (EIB) as director-general. She represented the EIB on the Board of the European Bank of Reconstruction and Development.



DIPESH SHAH, OBE **GENESIS HOUSING** **Chair**

Genesis Housing Association has appointed Dipesh Shah OBE to be its new Chair. Dipesh joins at an important

time as Genesis steps up the delivery of its five year Corporate Strategy. Dipesh has had a diverse executive career in the energy sector, holding varied roles during nearly thirty years at BP and thereafter serving as the Chief Executive of the UK Atomic Energy Authority.

Alongside this, he has a wide portfolio of past and present non-executive roles in infrastructure organisations, and currently chairs the Investment Committee of the 2020 European Fund for Energy, Climate Change and Infrastructure (the Marguerite Fund). He acts as the Main Board Commissioner for the Crown Estate, and is on the board of Thames Water. He previously has chaired the energy company Viridian Group PLC and served on the Board of Babcock International Group PLC and Lloyds of London. He received an OBE in the Queen's 2007 New Year's Honour List. Dipesh will be taking over from Charles Gurassa, who has been Genesis Chairman since 2010.



TIM WAINWRIGHT **WATERAID, UK** **Chief Executive**

WaterAid has appointed Tim Wainwright as its new Chief Executive. Tim takes over the role from Barbara

Frost who retired in May. For the past six years Tim has been Chief Executive of ADD (Action on Disability and Development) International, an NGO working to promote independence, equality and opportunity for disabled people living in poverty in Africa and Asia. During his time at ADD, the organisation has played a pivotal role in putting disability on the international agenda – globally in the United Nations' Sustainable Development Goals, in the UK in partnership with the Department for International Development and in the countries in Africa and Asia where ADD works.



AAKANKSHA GULATI **TEACH INDIA** **DIRECTOR, DELHI**

Teach India has appointed Aakanksha Gulati as Director. Aakanksha joins Teach India from

Markshanks, an educational technology start-up. She previously worked with The Boston Consulting Group responsible for Credit Strategy, Organisational Transformation and pre-merger planning for banking sector clients and also as a Consultant for Strategic Planning for one of the largest global children's development NGOs. Prior to Boston Consulting, she worked with Keefe, Bruyette & Woods as an Assistant Vice President. Aakanksha started her career with Lehman Brothers/Barclays Capital as an Analyst for Securitisation and Mortgage Trading Desk, based in New York.

VANITA GUPTA - President and CEO, The Leadership Conference on Civil and Human Rights



- SU-MEI THOMPSON - **CEO, Media Trust**
- TASMYN BARTON - **CEO, Bond**
- DIPESH SHAH, OBE - **Chair, Genesis Housing**
- TIM WAINWRIGHT - **CEO, WaterAid UK**

- AAKANKSHA GULATI - **Director, Delhi, Teach India**
- SONAL METHA - **CEO, HIV/AIDS Alliance, India**



- VANITA GUPTA - **President and CEO, The Leadership Conference on Civil and Human Rights**



SONAL METHA
HIV/AIDS ALLIANCE,
INDIA
CEO

Sonal Mehta has become India HIV/AIDS Alliance's next CEO, succeeding James

Robertson who has served in the role since 2010. With almost three decades of experience in HIV, sexual health and development, Mehta was previously Alliance India's Director of Policy & Programmes and had been in that role since 2007. A passionate and effective leader, she has played a key role in the organisation's expansion, developing and implementing innovative programme models that have achieved unprecedented impact at national scale through strong collaborations with a range of stakeholders, including affected communities, government, and donors. In addition to her many leadership

contributions to Alliance India, Mehta has had extensive involvement in the country's civil society and government sectors, including earlier stints with SEWA, CHETNA, Gujarat State AIDS Control Society, NACO, and DFID, as well as overseas with the Pacific Institute of Women's Health in Los Angeles, USA.



VANITA GUPTA
THE LEADERSHIP
CONFERENCE ON CIVIL
AND HUMAN RIGHTS
President and CEO

The Leadership Conference on Civil and Human Rights and its sister organisation, The Leadership Conference Education Fund, has selected civil rights litigator and advocate Vanita Gupta to assume the leadership of both organisations.

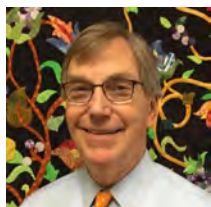
Gupta, who most recently served in President Obama's administration as the head of the Civil Rights Division at the U.S. Department of Justice, will officially begin in June 2017.

Obama appointed Gupta as principal deputy assistant attorney general and head of the U.S. Department of Justice's Civil Rights Division in October 2014, where she served until January. As the nation's chief civil rights prosecutor during one of the division's highest profile and most productive eras, Gupta oversaw a wide range of criminal and civil enforcement efforts to ensure equal justice and protect equal opportunity for all.

5 QUESTIONS

EVERY SEARCH COMMITTEE SHOULD ASK - OF ITSELF





BY SAM PETTWAY

Sam is a Partner in Panorama, Saxton Bampfylde's global partnership, and is Founding Director of BoardWalk Consulting in Atlanta.

"We have had the privilege of working with hundreds of search committee members as clients grapple with their organisations' issues of leadership succession. From this fascinating mix of missions, personalities, recruitment challenges and interview styles, we've developed a set of key questions common to successful searches."

1. HOW DO WE DEFINE SUCCESS?

To quote the Cheshire Cat in Alice in Wonderland, "If you don't know where you're going, any path will get you there". To define success, you don't need an exhaustive, up-to-the-minute strategic plan (although that may be an idea worth exploring), but you do need a collective expression of the board's aspirations for the organisation. At a minimum, as the surrogate for the full board, the search committee should be able to coalesce around preliminary answers to the big questions affecting an organisation's future.

Caution: Up to a point, the more specific the answers the better, but too much specificity could impose unwelcome limits on the CEO you're about to recruit. Think big hairy audacious goals and the guideposts against which to measure progress, but avoid setting out turn-by-turn directions.

2. WHAT WORRIES US THE MOST?

Even the best-run organisations with highly regarded leaders have issues that are worrisome, and a clear understanding of shared concerns at the board level can prove enormously useful in discussions with potential CEOs.

The concerns usually reflect issues of culture and competence, and the pendulum is always swinging between the two. Clarity around the board's biggest worries will help CEO candidates understand the board's priorities. Similarly, the lack of any real worries might signify a well-oiled machine—or a board in denial.

The corollary, of course, is "What worries us the least?" Typically, the answers reflect the core strengths of an organisation. Perhaps surprisingly, these assets can also represent a bit of a minefield for new CEOs. At least some of the values, competencies and cultural norms that insiders tend to take for granted (because they are so ingrained) will be new to the outsider, if only because of the new

context. By articulating values and norms that truly matter, the search committee will help insure a strong cultural fit between the organisation and its new CEO.



3. HOW MUCH CHANGE CAN WE STAND?

In non-profit organisations with more than a few minutes of operating history, there will be some vocal champions who want to freeze the status quo and some who want to change everything.

Every new CEO faces the challenge of honoring the organisation's past while securing its future. Within this balance of heritage and hope lie enormous challenge, risk and reward for the board and the next leader. Which aspects of the organisation (and its culture) do we want to preserve, and which aspects do we know should be amended? How big, really, is our appetite for change?

4. HOW CAN OUR NEW CEO ADD THE MOST VALUE?

An organisation with any momentum at all can project future results from current operations, perform a basic gap analysis to understand what is needed to get from here to there, and then recruit to fill the predicted gap. By asking "How can our new CEO add the most value," however, the committee

substitutes "What's likely?" with "What's possible?". Given the assets and issues you know about and the results to be expected under normally competent leadership, what are the possibilities under abnormally competent leadership?

The real added value may have little to do with vision and everything to do with execution. The trick is to determine for your organisation the best combination consistent with your mission and values.

5. HOW CAN WE ENSURE THE NEW CEO'S SUCCESS?

In most cases, the search committee's members will become the new CEO's most logical champions. More than most other board members, they will be the new CEO's natural allies, sounding boards and mentors. At the outset of the process, every committee member should examine ways in which she or he could be most supportive of the future CEO.

As the search develops a consensus candidate for recommendation to the full board, some alignments will evolve naturally. Nevertheless, we strongly encourage committee members to plan their supporting roles, especially through the critical early months of CEO transition.

Some boards we work with have had great success in establishing board-level transition teams specifically charged with developing the framework, methodology and tactics for passing the torch from incumbent to successor. Others choose a less formal approach but still designate a go-to person to support the new CEO's journey to early success. The chair/CEO role is always critical, of course, but what we suggest is a confidant of a different sort.

The needs will differ depending on the circumstance. CEOs new to a community or to a given cause will profit from help negotiating the twists and turns of the new environment. Managers new to the CEO role itself will profit from a link to peers outside the organisation who have made a similar change.



TEAM INSIGHT

AIDAN KENNEDY

Take a closer glimpse into the Saxton Bampfylde team with our regular View from the River feature. The company's London office, from which the majority of the team works, is based next to the iconic River Thames.

VIEW FROM THE RIVER

TEAM INSIGHT

Aidan Kennedy is a Partner in the International Development area of the Social Impact practice group

PAST, PRESENT AND FUTURE WITH SAXTON BAMPFYLDE

I look after our International Development practice helping this inspiring sector, from INGOs to development banks, corporates and foundations, to find and attract talent.

RAINY DAY DELIGHTS

I'd enjoy some mint tea and pastries with my family in the café of the Grand Mosque de Paris, amidst the fluttering songbirds!



Grand Mosque de Paris

PASSIONATE ABOUT

Playing my part to find true values-driven leaders.

ONE HOT TIP

If you enjoy live music in a friendly, personal setting check out Omeara in the new Low Line area of London.



Omeara, London

SUM UP YOUR PRACTICE GROUP AREA IN THREE WORDS:

International. Connected. Resilient.

INTERNATIONAL DEVELOPMENT - DO WE HAVE ENOUGH TALENT COMING THROUGH TO DELIVER THIS IMPORTANT AGENDA?

The international development sector has long been a source of some quite extraordinary talent - frequently managing complex development and humanitarian programmes and projects on intensely tight budgets that would put private sector efficiency to shame. However, the sector would benefit from greater options for career mobility across functions, and for rising talent in the global south, as well as between INGOs, development and broader financial services, foundations and the private sector. This would inhibit the silo thinking that often haunts the sector and generate broader experience amongst its leaders. The demands and expectations of Board Trustees has also risen in recent years leading to considerable demand for new and committed talent.

GET IN TOUCH WITH AIDAN

✉ aidan.kennedy@saxbam.com
☎ +44 (0)20 7227 0855

GLOBAL SOCIAL IMPACT TEAM KEY CONTACTS

UK

Aidan Kennedy, Partner
aidan.kennedy@saxbam.com

Hannah Scarisbrick, Partner
hannah.scarisbrick@saxbam.com

Jennie Wood, Partner
jennie.wood@saxbam.com

Rachel Hubbard, Partner
rachel.hubbard@saxbam.com

AMERICAS

Blaire Miller, Partner, Michigan
blaire.miller@huntergroup.com

Carlos Eduardo Altona, São Paulo
cadualtona@exec.com.br

Craig Buffkin, Partner, Nashville
craig@buffkinbaker.com

George Madden, Partner, Vancouver
george@pfmsearch.com

Jim Zaniello, Partner, Washington
jim.zaniello@vettedolutions.com

Patrick Kenniff, Partner, Montreal
pkenniff@kenniffjacine.com

Sam Pettway, Partner, Atlanta
sam@boardwalkconsulting.com

AUSTRALIA

Sean Davies, Partner
sean.davies@cordinerking.com.au

GERMANY

Anja Schelte
anja.schelte@delta-maco.de

INDIA

Neha Sharma, Partner
nehasharma@executiveaccess.co.in

NEW ZEALAND

Michelle Hawkins, Partner
hawkins@hobsonleavy.com

SOUTH AFRICA

Anneke Ferreira, Partner
anneke@ferreirasearch.co.za

Saxton Bampfylde

9 SAVOY STREET
LONDON WC2E 7EG
+44 (0)20 7227 0800

46 MELVILLE STREET
EDINBURGH EH3 7HF
+44 (0)131 603 5700

WWW.SAXBAM.COM

SAXTON BAMPFYLDE MISSION STATEMENT

We exist to change the world by changing leaders in interesting and important organisations. At the same time we aim to create an environment wherein all members of our community can grow to their fullest extent emotionally, intellectually and spiritually.

Saxton Bampfylde is an employee-owned business

