

CANVAS

SOCIAL IMPACT EDITION 2018

BY Saxton Bampfylde



**THINKING GLOBALLY,
DELIVERING LOCALLY**

CANVAS

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BY SAXTON BAMPFYLDE

WELCOME

Welcome to the 2018 Social Impact edition of Canvas, the insights update from Saxton Bampfylde and its global partners in Panorama.

Our aim is to share interesting thoughts and perspectives on topics and issues that are relevant and current in your sector.

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

We hope you enjoy this edition!

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Across the world we face many common challenges as we look to the future. These are challenges that we can only address effectively and sustainably by working together in partnership. This is absolutely reflected in the 17 United Nations Sustainable Development Goals (SDGs) which came into effect in 2016.

Working collaboratively across an international platform is vital. It is also fundamental to ensure that the challenges and goals can be interpreted and addressed appropriately at a local country level to drive and derive the greatest success. Without an understanding of each country and region's specific challenges, societies and cultures there is a risk of not making progress at all, despite the very best efforts.

Many of the challenges that we face as

a global population are interconnected, but it is often two or three that supersede others as key priorities. It is therefore of the greatest importance that those organisations which have an international presence also work hard to distil them down to a national identity. This is the key way to drive forward agendas and address a wide range of challenges.

Leadership is vital in the organisations who are striving to meet the SDGs and their own strategic goals. A very strong understanding of politics and policy making, economics and cross sector collaboration is absolutely fundamental in leaders.

To offer a clear insight into leadership in one of the foremost international membership organisations we were very pleased to have had the opportunity to talk to Paola Barbarino, CEO of Alzheimer's Disease International. As she completes

a year in her new role, Paola shared her thoughts and insights about the opportunities and challenges faced by a global membership network, emphasising the importance of adding value at a local implementation level whilst also driving policy in an international forum. She highlights the importance of taking a proper step back to think about what differences can and should be made in a short to medium term and why communication and a clear narrative is fundamental to making these goals achievable.

Also, in this edition our Saxton Bampfylde Partner Aidan Kennedy shares his thoughts about why leadership needs to be collaborative and cross-sector to fundamentally address the water crisis we face across the globe. In our Team Insight section we welcome Nat Sutton, a new Partner in the Panorama, from Buffkin/Baker based in New York. 

ALL ABOARD

THE IMPORTANCE OF LOCAL ENGAGEMENT TO ADDRESS A GLOBAL HEALTH CHALLENGE

Interview with **Paola Barbarino**
Chief Executive of Alzheimer's Disease International



Paola joined Alzheimer's Disease International as CEO in 2017. We were delighted to speak to her as she completed her first year in the role and hear about her experiences, the challenges and opportunities, and ultimately her vision for the organisation to raise awareness and reduce stigma of dementia. Having worked across many geographies and sectors Paola talks about the opportunity to deliver real global change at a fundamentally local level. As a member organisation she highlights the importance of an active participation model and her determination to really understand the members and how their own cultures and geographies impact their approach.

It is almost a year into you becoming CEO of Alzheimer's Disease International (ADI). What are your key reflections from this period. How has the organisation, and your role within it, developed?

When you start a new job as a CEO you are trying to board a train that is running, and you have to understand that there are often many things in motion of great importance. In my first week, ADI was at the apex of a piece of work lasting several years, in which we had been advocating to the World Health Organisation (WHO) for the international adoption of a global action plan for dementia. This is a very powerful tool, but it was in development for a number of years before I joined and I had to write a statement about this piece of work as one of my first tasks. The action plan got unanimous approval, and a large part of my work initially was thinking about the challenges this poses, translating what it will mean practically and what we can do to deliver it.

At this point I wasn't just thinking about the very immediate future. I wanted to look ahead ten years and think about what success would look like. I had to shape this quite quickly. I wanted to take the global action plan beyond a piece of paper. I want it to be adopted into the healthcare systems in every country to make it work better for people with dementia and their families.

From the outset one of the most important things for me was to understand the narrative of the organisation to date and what it had achieved. I had to understand the history of an organisation that was founded and funded by four members before moving to undertake advocacy at an UN level, before becoming a real international network and growing into the membership organisation that ADI is today. It is now a major social and economic content creator, compiling significant information about the prevalence and incidence of dementia used by organisations to advocate governments all over the world.

Developing this narrative seemed to resonate with people and allowed me to work more closely with the team and individuals to understand what was missing in our multi-lateral and regional relationships and how we could look to address these in years to come.

One of the of the most important decisions I made early on was trying to devolve some time to meet as many members as possible. This was challenging as it meant a lot of travel but having run a membership organisation before I knew it was really important to understand who your members are; what aspirations they have; what their challenges are; and whether the agenda you are setting for yourself really reflects the global priorities. We have to very clearly understand whether these priorities resonate with the members or not and how can we translate them from an international level to a regional and local perspective. In the first six months I spent quite a bit of my time visiting regional conferences and events to meet as many members as possible.

“You are trying to board a train that is running, and you have to understand that there are often many things in motion.”

That initial period of my journey is now almost complete and I am at the point where I am able to finish my business plan.

I have worked previously in international development and I have seen treaties signed and co-signed and nothing happens to take them forward. I really want us to make progress and that is why I joined ADI as I feel I can make a difference.

Your own leadership career has traversed different sectors and geographies. How do you believe this has influenced your approach at ADI?

My two previous roles to ADI were at LIFE, a membership organisation gathering Lebanese financiers in the diaspora, and



Cass Business School where I looked after individuals and institutional relationships. I do firmly believe that these organisations shaped the way I think. When you are in a membership organisation you usually end up with one of two different types of model - an active model where there is a strong level of engagement and interaction with members; or a passive model where the interaction is more minimal and membership is more symbolic than functional. At ADI, the strength of our organisation lies in our wonderful network with which we share information and learnings. This is not always the case with International Non-Governmental Organisations (INGOs), some of which don't necessarily always reflect the views of an international network.

I would personally say our active model is fundamental to the success of ADI. I enjoy that type of model, and when you are in a network of 90 nations, you need to try and engage actively. As well as 1:1 meetings with our members one of the first things I did when I joined ADI was to commission a survey of members to better understand their satisfaction levels. Four months on, we have a great amount of data about the relationship with members, including what they would like to see and what they think we can offer them.

For me as an employer it is always important to see what kind of prospects outside sectoral experience might bring. However, as I have not come from healthcare I needed to ensure for ADI that there I had the right collaborators with relevant healthcare experience in my team.

Ultimately, when joining a new

organisation, you need to think strategically about what you can do best to take it forward. Whether it be new partnerships, introducing new skills to the team, or cross-sectoral experience, you need to think about what strengths you have and what you can do. In a relatively small INGO you also don't have the luxury to wait and see, you need to act relatively quickly to capitalise on action effectively.

“The cultural differences which exist across our member communities and organisations are absolutely key to understanding and preparing how we deliver programmes and share learnings.”

As a global umbrella organisation, what would you highlight as the key opportunities and challenges that you face when delivering a consistent global approach across local communities and organisations?

The cultural differences which exist across our member communities and organisations are absolutely key to understanding and preparing how we deliver programmes and share learnings. We have international initiatives and programmes that we run, but we need to ensure that we are delivering these appropriately at a local level.

One of our key international programmes is the Alzheimer's University. It is a wonderful initiative where we help organisations, especially from lower or middle-income countries, who traditionally don't have experience of civil sector society. The programme is comprehensive and covers a wide range of topics such as charity effectiveness, good governance, transparency and accounting, fundraising and communication. It is a complex initiative, but it is aimed at helping these organisations to grow. When they are bigger and more established,

another programme is then offered to teach them about advocacy and talking to their governments. This creates a joined-up approach, and supports the wider international advocacy work that ADI is doing with the UN, WHO and others.

This is a very important part of the work that these local organisations do, but I have realised that we need to look at how this works in each country and make it relevant in the context of their own governmental and cultural environments. We are considering ways of making this activity more localised in the next year, rather than running it solely as a global programme. This is not without challenges however. Trying to find trainers to talk about political situations in their own countries to demonstrate how advocacy can be effective can be challenging. However, it is something that we are committed to doing as we believe it will create real value and provide actionable outcomes to help in reducing stigma towards dementia. We need to ensure that our thinking is relevant and understandable to our members and that it provides them with the instruments to talk to their communities, both clinical and political, as well as those patients and families they are supporting.

“We need to focus on doing a bit less, but doing it better, rather than being too spread out.”

Across our organisations there are countries of excellence. Costa Rica and Chile, for example, have been amazing at picking up certain areas of human rights policy and embedding and enshrining it within their national approach. Costa Rica has created councils of senior citizens to help legislators differentiate on how policy should apply to them. Dementia education is embedded in the hospital settings and is incorporated into curriculums within universities. I went to visit the country's President, Luis Guillermo Solís, to acknowledge the work

he has done in this area and to invite him to be an ambassador for ADI, which we are delighted that he has accepted.

Other countries that are excelling in their approach to dementia include Indonesia, Netherlands, Finland, Sweden, Spain, Scotland and Kenya, which is a more recent member. All of these countries are doing a lot at both local and government level.

At our global conference in Chicago in July this year we worked with all our members, academics, researchers, people with dementia, carers and the general public to showcase examples of excellence that may be shared more widely. ADI's conference (www.adi2018.org) is the oldest global dementia conference in the world and still one of the largest.

Can you outline briefly how you facilitate and encourage knowledge sharing across your member organisations to share local knowledge to a global network.

What benefits does this bring to ADI and its member organisations?

You have to start with the basic building blocks and recognise that while there are priorities, there are also limits to what you can do with an organisation. Nevertheless, we firmly believe that if there is an opportunity to make a greater impact you should always try. For me, one of the most exciting things about working for ADI is when I hear about projects that have long-lasting, complex impacts: that is when we need to think about how, as an international organisation, we can make it work both globally and locally. Practically, at the local level there need to be guidelines and people who go round and train others as well as raising awareness of the organisation and dementia more broadly.

Dementia is a global issue and has an impact on so many areas. It allows for discourse and conversations across other healthcare issues, palliative care being one example. We have the chance to help each other on common issues, but at the same time for ADI we always do need to think about how it will impact on the dementia agenda.

One very good example of knowledge-sharing is a concept that was developed a number of years ago in Japan: 'dementia

“Reducing this stigma and raising awareness of dementia is absolutely going to be a priority for me.”

friendly communities'. Japan is one of the most advanced countries in the world where dementia is concerned, as they acknowledged the problem the earliest. The idea is to mobilise wider communities around people, patients and families who might need support. It is a very local, simple way of responding to an international crisis.

The concept was shared at one of the ADI conferences and several of the ADI members have taken it on board. Now this model is being promoted across the world. The power of this network is incredible. It has been a great example of taking something that works in one culture, picking it up and sharing it with another culture.

As the profile and awareness of Alzheimer's and dementia increases dramatically, how does this impact the work and approach taken by ADI? Does this differ across geographies?

In the UK we have a far greater awareness of Alzheimer's and dementia with wonderful organisations like Alzheimer's Society, Alzheimer's Research UK, Dementia UK and a lot of smaller organisations who have the ability to mobilise the press. In some other countries they don't acknowledge the existence of dementia, not in media or even at government level. The reality is that in a lot of the world there is still a huge amount of stigma around dementia and many countries are in denial about the problem. Reducing this stigma and raising awareness of dementia is absolutely going to be a priority for me.

One of the things that we have done is to look at other illnesses like HIV and cancer to establish when they managed to beat the stigma. We don't want to be reinventing the wheel, so we are looking at what lessons we can learn. It seems clear to me that

when diagnosis leads to a clearer path of care, there is a greater understanding of the illness, and it is therefore more accepted and the stigma reduced.

“The idea is to mobilise wider communities around people, patients and families who might need support. It is a very local, simple way of responding to an international crisis.”

We advocate for timely diagnosis. We need people to be aware of what is happening to them, but we need to show that there are still things they can do and support that can be provided. There is so much we can work on, but it does also require doctors to be better informed of the after-care options for dementia. This is something that is happening in Scotland, a country that is leading the way in this area. It is one of the best examples in the world in terms of post-diagnostic dementia care and support. The vast majority of people who work in dementia know how bad the disease is. For those who have not experienced it before, it is difficult to explain what it is like but it is possible, there are plenty of short, awareness-raising sessions available.

At ADI, I think we need to focus on a doing a bit less, but doing it better, rather than being too spread out. An INGO is never going to be large in its team size, so resource will be finite.

What would you highlight as your key areas of focus in the next two to three years to help deliver the strategic vision for ADI?

There are three very clear areas for me. Firstly, embedding the dementia global

action plan at a national level with all that that implies politically, including advocacy and implementation is going to be a priority.

Secondly, I am focused on developing an active membership model, looking at how we can strengthen the membership and expand it. The targets from WHO are for all 198 countries in the world to be included and as ADI only has 90 members currently we need to increase this. We will be looking at countries like India or China with large percentages of global population. It could make a massive difference just by getting one country member like that on board to adopt a new policy or initiative.

Finally, but possibly the most important area, is raising awareness and reducing the stigma of dementia. We have been doing a number of things in the past six months to address this, such as increasing communications and our social media. One of the most exciting awareness raising projects we will do this year is partnering with ITN Productions to make a news and current affairs-style programme exploring the risks, growth and future response to dementia. 'Every Three Seconds' premiered at the 33rd International Conference of ADI in Chicago on 26-29 July 2018.

As an INGO we have adopted a business-to-business style approach in the past, but more people are coming to us directly, our website is one of the most visited globally and we need to have more specific targeted engagement with members of the public. This is a big challenge, but one that we need to tackle directly and as a clear priority. 

PAOLA BARBARINO BIOGRAPHY

Paola is the CEO of Alzheimer's Disease International. Prior to that, she was CEO of LIFE. Her previous senior positions include Cass Business School, Tate, British Library and IIED.

She is a Trustee of The Postal Museum and Lauderdale House. Previously she was a Trustee of Shelter, the UK housing and homelessness charity and of MLA London. She is also the Managing Director of Opaline Limited, a consultancy company specialising in strategy and governance.

She holds a degree cum laude in Classics from the University of Napoli Federico II, an MA in Field and Analytical Techniques in Archaeology and an MA in Library and Information Science both from University College London.

INTERNATIONAL TRI-SECTOR COLLABORATION

The importance of private, public and civil society working together to tackle water and sanitation issues locally and globally – Social Impact Practice

Aidan Kennedy, partner in the Social impact practice group at Saxton Bampfylde, explores why greater collaboration and new innovative partnerships are more important to the clean water and sanitation agenda than ever before. He highlights the strength of leadership across global and local organisations in public, private and civil society that is driving positive change and creating a real and clear opportunity to deliver on the Sustainable Development Goals for water and sanitation by 2030.

Access to clean water and sanitation is a fundamental human right and moreover, it is essential for human development and inclusive growth. Great strides have been made over the last four decades in improving access to water and sanitation. To sustain and enhance this progress deeper cross-sector collaboration, innovative partnerships and new ways of working are more important than ever.

The international community, in the form of the Sustainable Development Goals (SDGs), has committed to “ensure the availability and sustainable management of water and sanitation for all by 2030”, but this commitment must be delivered against an ever-changing context: climate change, population growth, conflict,

migration, urbanisation, new technology. It cannot be addressed by a small group of organisations or even one sector alone. This is a global issue that requires strong leadership, collaborative working, vision and commitment to change.

“To sustain and enhance this progress, deeper cross-sector collaboration, innovative partnerships and new ways of working are more important than ever.”

At Saxton Bampfylde, we are privileged to work very closely with many organisations, both public and private, to identify the best people to help drive this important agenda forward. We recognise both the challenges and also the importance of identifying those with the experience to deliver strategically and operationally, but also those who have the ability to take an international agenda and make it relevant to local geographies, cultures and political and social environments.

For the Water, Sanitation and Hygiene (WASH) agenda, enormous challenges still remain: globally, one in nine (or 844 million people) lack access to safe water and one in three (or 2.3 billion) people live without access to a toilet. 31 per cent of schools do not have access to clean water¹. Progress has been imbalanced and inequalities have widened: in Angola, for example, the richest fifth² of the population have much higher levels of access to basic water and sanitation than the poorest fifth. Around the world, women remain disproportionately affected by the water crisis.

“A global issue that requires strong leadership, collaborative working, vision and commitment to change.”

The impact is clear: dirty water and unclean environments kill a new-born every minute and a child under five, every two. Globally, every year, up to 443 million school days are lost because of water-related illnesses³. In 2015, it is estimated that lack of access to sanitation cost the global economy \$223

¹WaterAid: <https://www.wateraid.org/uk/facts-and-statistics>

²Ten things to know about the future of water and sanitation, ODI. <https://www.odi.org/sites/odi.org.uk/files/resource-documents/11720.pdf>

³WaterAid: <https://www.wateraid.org/uk/facts-and-statistics>

billion and developing countries around 1.5 per cent of their GDP. It is projected if every single person had access to WASH, 3.2 billion more productive days per year would be achieved⁴.

“Take an international agenda and make it relevant to local geographies, cultures and political and social environments.”

Until recently corporate action has mainly focused on company provision in core operations, or to local communities through NGO partnerships. However, momentum is now gathering with greater collaboration between civil society and the corporate sector to drive action through supply chains. With data from the Carbon Disclosure Project and in partnership with large international organisations such as Diageo, Gap and Unilever, WaterAid, the World Business Council for Sustainable Development (WBCSD) and the UN Global Compact’s CEO Water Mandate have been working to strengthen the business case for companies to integrate WASH interventions into global supply chains, deepening commitment through corporate policy and voluntary standards⁵ and scaling action⁶. As Neil Jeffrey, CEO of Water & Sanitation for the Urban Poor comments: “At WSUP, we strongly believe that the WASH sector affords opportunities for companies to create business value and to generate lasting social impact at the same time – it is not either/or!”

Given the enormity of the resourcing challenge, innovative new funding partnerships are also emerging. One example is the Global Investment Fund for Water/ Water Unite which aims to develop revenue streams from bottled water sales in higher income countries, for use in developing countries, whilst also mobilising domestic resources in developing countries to support WASH improvements. This presents new opportunities for retailers and bottlers to collaborate with governments and other stakeholders to provide sustainable water and sanitation services for the most marginalised communities. Founder Duncan Goose comments: “Companies across the retail and bottled water industry already demonstrate their commitment to sustainability through numerous initiatives addressing water stewardship and water poverty. We will take this work to a much larger scale and make a positive difference to the lives of hundreds of millions of people”.

“In order to evolve, survive and hopefully thrive the need for great leadership, at executive and board level, is more fundamental than ever.”

In the future it is evident that this level of collaboration will become increasingly important, building on the lessons learnt over the last four decades⁷. In order to evolve, survive and hopefully thrive the need for great leadership, at executive and board level, is more fundamental than ever.

“Collaboration delivered strategically and proactively across so many different parts of the globe provides a huge opportunity.”

Governments, international organisations, civil society and the private sector will all continue to play key roles in developing the sort of capacity required in-country and this is an area that we are working closely with many organisations to address. For example, strengthening small local businesses by providing waste management services or small-scale water providers; growing innovation; ensuring access to new technologies; providing alternative funding mechanisms; developing critical accountability mechanisms, such as unions in supply chains and grass roots NGOs; and finally, enabling the sort of policy and decision-making frameworks required at national and international levels.

Collaboration delivered strategically and proactively across so many different parts of the globe provides a huge opportunity. It will bring change and really deliver on the SDG promises. We certainly believe that this is the key to ensuring that the water crisis can be solved in our lifetime. 

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⁴Obstacles to WASH, Beatrice Mosello and Mariana Motoso <http://www.sustainablegoals.org.uk/obstacles-to-wash/>

⁵<https://ceowatermandate.org/resources/corporate-engagement-WASH-supply-chain>

⁶<https://washmatters.wateraid.org/sites/g/files/jkxooj256/files/The%20business%20case%20for%20action%20on%20WASH.pdf>

⁷40 years in the global WASH sector: what have we learnt? WSUP: <https://www.wsup.com/blog/40-years-in-the-global-wash-sector-what-have-we-learn/>

KEY APPOINTMENTS

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



THE RT HON DOUGLAS ALEXANDER
UNICEF UK
Chair

Unicef UK has announced the appointment of The Rt Hon Douglas Alexander as Chair of the Board of Trustees. Alexander will take over from current Chair Ilse Howling. Alexander served for eighteen years in the British Parliament and nine years in Government under Prime Ministers Gordon Brown and Tony Blair. As well as serving as the UK Governor to the World Bank he held various cabinet positions including Secretary of State at DFID. Alexander is now a Senior Fellow at Harvard University, a Visiting Professor at Kings College London, and a Trustee for the Royal United Services Institute.



LORD PAUL BOATENG
WSUP
Chair

Lord Paul Boateng, former British High Commissioner to South Africa and a Minister in Tony Blair's Labour government, has been appointed as the new Chair of the Board for WSUP. Lord Boateng takes over from Will Day, who has guided the organisation for more than 10 years. The Rt Hon Lord Paul Boateng was formerly in the UK Cabinet as Chief Secretary to HM Treasury and UK High Commissioner to South Africa. He is currently Chairman of the Africa Enterprise Challenge Fund based in Nairobi and is on the Board of the London based Ghana International Bank. He is Chair of a number of charities working in Africa including BookAid International and the International Council of the Duke of Edinburgh's Award.



MANUEL ALVARINHO, PROF. MALA RAO OBE, HEIDI MOTTRAM OBE, & HEATHER SKILLING
WaterAid
Trustees

WaterAid welcomed four new trustees to its Board of Trustees. The new trustees are Manuel Alvarinho, Retired President of the Water and Sanitation Regulatory Council of Mozambique (top left); Heidi Mottram OBE of Chief Executive Northumbrian Water Group (below left); Professor Mala Rao OBE, Principal Research Fellow at the Department of Primary Care and Public Health, Imperial College (top right); and Heather Skilling, Principal Specialist in WASH at DAI Consulting, Washington (below right).



ELAINE NG
TSNE MissionWorks
Chief Executive Office

TSNE MissionWorks (formerly Third Sector New England), a \$50 million organisation that provides management consulting, shared operational services and capacity building support to other nonprofits, has announced Elaine Ng as its new Chief Executive Officer. Elaine has been serving as Interim Director of Operations for TSNE MissionWorks for two years and, in June, she will succeed Jonathan Spack, who retired in 2016 after 34 years at the helm of TSNE MissionWorks, and Lee Swislow, who has been serving as Interim CEO. As a 25-year veteran of the non-profit and education sectors, Elaine has a passion and commitment for organisations that shift the paradigm of equity and access. Most recently, she held the positions of Strategic Planning Director for Special Education for Boston Public Schools, and Executive Director of the Boston Chinatown Neighborhood Center.



LAYTH AL-FALAKI
Private Infrastructure Development Group
Chief Risk Officer

Layth Al-Falaki has joined PIDG as Chief Risk Officer. Previously he was CRO at ICICI Bank UK, the European hub of India's largest private sector bank. His ICICI responsibilities included credit, operational, market and liquidity risk as well as regulatory frameworks. Prior to this he was the CRO at the British Arab Commercial Bank, formerly part of the HSBC group. Layth has had a 23 year career in banking and has in-depth experience of dealing in emerging markets. His experience includes trade services, operations, audit, marketing, correspondent banking and compliance. He has a bachelor's degree in statistics and management science and a master's degree in operational research from the London School of Economics and Political Science.



NATASHA PATEL
Dasra, India
Director
Strategic Philanthropy

Natasha Patel has recently joined Dasra, one of India's leading strategic philanthropy foundation, to lead the Strategic Philanthropy team. Natasha comes with 30 years of experience in the Financial Services industry. Her background covers both Commercial banking and Cash management knowledge across various industry segments such as Consumer Brands, Retail, Insurance, Telecoms, Technology and Oil and Gas in various regions such as Asia Pacific, MENA, Europe. In her various roles, Natasha has traveled widely with postings in the Middle East, North Africa and Asia Pacific regions managing, developing and motivating teams to define and achieve their objectives.

PANORAMIC VIEW

TEAM INSIGHT

Take a closer glimpse into the people at Saxton Bampfylde and our global partners in panorama, with our regular team insight feature.



NAT SUTTON

Nat Sutton is our Partner in New York City. He is Head of Buffkin/Baker's Non-Profit Practice, part of Panorama

PAST, PRESENT AND FUTURE - YOUR ROLE IN BUFFKIN/BAKER

It is a dream job that lets me build a practice serving organizations that enrich lives, advance education and well-being of people at all levels of society.

RAINY DAY DREAMS

I love Paris, Geneva, London, but as Dorothy said in "The Wizard of Oz," there's no place like home. I've lived in New York for decades and there is no city like it. It teams with art, music, theater, and fascinating people from diverse cultures. My day would be relaxing at home, reading my newest favorite book with Macintosh snoozing beside me, good music in the background and the ingredients for a great meal awaiting me in the kitchen. After dinner Mac and I would walk to Lincoln Center, have ice cream, I'd wipe away the evidence on both our faces, and we'd take a leisurely stroll home.

TRUE PASSION

Music—making it, hearing it, sharing it. I studied piano as a child and I play classical music. A great disappointment of my life is that I am not a good jazz pianist. I love jazz because it is so accessible and its musical idioms reflect so many aspects of American life.

WHO - DEAD OR ALIVE - DO YOU VIEW AS A PARTICULARLY INSPIRING LEADER, AND WHY?

One might expect me to say Ghandi, Martin Luther King, or Nelson Mandela. But honestly, my father is my inspiration. Over the years I've come to appreciate his approach to leadership and decision making. His first thought was always how his decision impacted people. His first question was always, "How does this situation make you feel?" My father married in his late teens, finished college at 30, raised a family and built a successful transportation business. His focus was broad. He looked outside his world to see possibilities and seek

opportunities. And always considered the advice and opinions of others, especially my mother.

SECTOR VIEW - SUM UP YOUR SECTOR IN THREE WORDS:

Growing...Opportunity...Essential

WHAT DOES THE COMPETITIVE LANDSCAPE LOOK LIKE FOR TALENT IN THE SOCIAL IMPACT SECTOR IN THE US?

There are two aspects to the competitive landscape for talent in the non-profit/education/philanthropy sector. Some established leaders come from the corporate sector—people who decided to join mission-driven organizations that impact people and society directly. They may be financially comfortable, have grown children and decide to channel their talents into giving back. The other—and a rapidly growing talent sector—is the millennials, young leaders building careers in this arena. They are committed, well-educated and dedicated to the betterment of humankind through the arts, philanthropies of all kinds, conservation or education.

HOW OPEN MINDED ARE YOUR CLIENTS TO APPOINTING TALENT FROM OUTSIDE THE SECTOR AND REGION?

As much or more than other business sectors, non-profit/education/philanthropy sector clients are very open to people outside their geographic boundaries and from other business sectors. Success in either the corporate or non-profit sectors requires many of the same skills—creativity, sound business judgement and a passion for the work and the organization. One reason I'm so delighted to be working with Craig Buffkin and our partners and associates as well as the Panorama network is that it gives us the opportunity to partner with exceptional professionals who have a global view and who see no boundaries in matching talented, creative people with exceptional opportunities.

HOW MUCH EMPHASIS IS THERE ON DIVERSITY AT BOARD AND SENIOR EXECUTIVE LEVEL ACROSS THE SOCIAL IMPACT SECTOR IN THE US?

There is a significant emphasis on diversity at both the board and executive level in my sector and that emphasis is growing. Increasingly non-profits understand that diversity of culture, gender and ethnicity that reflects the populations they serve must inform their vision and their decision making. I have always been and remain a very active, passionate advocate for diversity. In every search I present diversity candidates and my clients expect that. My hope is that one day diversity candidates will be assumed and expected and every slate presented to clients will include highly qualified diversity candidates!

WHAT IS THE GREATEST CHALLENGE FACING SOCIAL IMPACT ORGANISATIONS IN THE US AT THE MOMENT?

Certainly, the current political environment makes for great uncertainty, particularly for organizations dealing with reproductive, LGBTQ and civil rights and other volatile social issues. How or if last year's tax reform bill may impact individual donors, also remains unknown, since taxpayers won't see that impact until they file early next year. The Giving USA Foundation reported that in 2016, the last year for which data is available, Americans contributed \$390B, a 2.7 percent increase over the previous year. Individual donors gave nearly 4 percent more. The new tax law contains provisions some see as discouraging individual philanthropy. How, or whether that will impact non-profit revenues is, at this point, anyone's guess. 

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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

GLOBAL SOCIAL IMPACT PRACTICE KEY CONTACTS

With over 200 consultants worldwide, our global partnership brings together leadership experts across the commercial, public and non-profit sectors. Our key consultants with a particularly strong focus in the social impact sector include:

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