

NEDC

Nonexecutive
Directorships
Consulting Ltd

www.nonexecutivedirectorships.com

PROGRAMME DETAILS
& TERMS OF REFERENCE

Non-executive Directorships Consulting Ltd

OVERVIEW

Non-executive Directorships Consulting Ltd is the leading non-executive career consultancy in the UK, founded in 2016. We provide bespoke and experienced guidance and support to senior executives seeking a NED role alongside their day job, and those launching, refreshing or extending a portfolio.

The firm has worked with board level or C suite executives from a wide range of multinational groups, including FTSE 100 constituents Aviva, BP, Diageo, GSK, Haleon, Kingfisher, Land Securities, Severn Trent, Tesco and IG Group, FTSE 250 constituents Serco and Vesuvius, large overseas-listed or private groups such as Apple, AXA, Boots, Google, L'Oréal, Mars and Peugeot, private equity groups including 3i and Bridgepoint, the Big Four including KPMG, PwC and EY, and banking groups including Barclays, NatWest, UBS, DBS Bank and Morgan Stanley.

We have advised more than 250 clients in the UK, Europe and internationally to date.

Working Structure



Clients typically undertake 4 – 7 launch activities from the list below, with a minimum of three sessions.

They may opt to take up additional optional areas of focus subsequently, together with ongoing market support for the first 6 – 12 months.

PHASE 1 – BOARD CV

We review our client's career in depth to create a board CV (building on any existing CVs) so that it is as strong as possible for the non-executive space, highlighting the skillsets and experience most useful and relevant, based on a detailed two hour interview. While experience clearly cannot be changed, much can be done in terms of presentation, including drawing out the core of the experience and career narrative clearly and prioritising the most relevant and interesting details.

Clients sometimes forget or deemphasise powerful pieces of their experience, and existing CVs can come across as tailored to the executive space, fail to give important information, fail to conform to best practice, or fail to have the impact the content would make if presented differently. During this phase we email the CV back and forth until it is final and usually end up with more than ten initial versions in our folder. We can also prepare additional CVs tailored to particular goals, expertise and sectors. However, throughout the firm does majority of the work on behalf of the client.

PHASE 2 – STRATEGY SESSION

Based on the first discussion, we work together to clarify the non-executive options which would appeal and be relevant, based on skillsets and experience, where they would meet the market and the needs and preferences more broadly, taking into account factors such as capacity, conflicts, location and background. We aim to broaden and sharpen the client's thinking during this phase.

We create a detailed strategy note to guide us in terms of marketing and presentation. As we are frequently sourced by headhunters and others, we often draw clients' attention to relevant roles in the market, and clients to headhunters' attention.

PHASE 3 – MARKETING SESSION

During this stage we work together to:

- Create a detailed marketing plan which reviews the c 40 board search firms in the UK and combines the board search firms the client is already known to and those it would be helpful to get to know, and individuals in those firms who are right for their agenda. Often this may mean that the individual is connected to the board practice from other practices by NEDC partners.
- Review potential referees. These often include CEOs, Chairs and main board members. We can take up references on behalf of clients if they wish which can be extremely helpful.
- Decide whom to approach and how to approach each, and email this group with the CV at the time of launch, also offering draft emails where helpful. All email addresses are included on a bespoke spreadsheet for future updates and for reference.
- This comprehensive introduction and effective endorsement service enables the client to be connected immediately right across the relevant board headhunter group, who know the firm well and their background as experienced senior non-executive headhunters and speak to the partners very frequently on a range of matters.

PHASE 4 – DIGITAL PROFILE

We review our client's digital presence on LinkedIn, and ensure an optimal profile including keywords on BoardEx, the board database which is continuously used and sourced by headhunters, and adjust / correct / update other online sources including Wikipedia and LinkedIn, as required. The digital profile is vital in this space and usually the first port of call for a headhunter and must work with the CV and in person meetings to position and promote the client effectively.

PHASES 5 & 6 – PRESENTATION WORK

Two workstreams to talk through up to 25 classic questions headhunters, Chairs and board members typically ask, the concerns they may have, the best way for the client to position themselves, tone, career narrative, impression, and the dynamics of these groups, including of the board headhunters.

This is a crucial part of the work. Headhunters form views rapidly and relay them to the firm, hold them in their memories for many years, and they tend to stay on the database forever. This work is almost always transformational as our client feedback underlines. It is very useful preparation for any board meeting, including the vital Chair and board shortlist interviews.

PHASE 7 – NETWORKING SESSION

Prior to launch into the market, we help to create a formal networking plan, based on the network of senior contacts, especially those we help identify based on a bespoke piece of research work, with a timeline and strategy for approaching them, with reference to the diary. It is useful to put structure around this process, as the network helps create and increase role opportunities and board members tend to be sourced as a first step of any non-executive search.

We are particularly useful to serving executives who are time-poor and with reduced bandwidth, as we put structure, strategy, momentum and support around the launch search process to ensure that it takes place comprehensively and effectively, doing the heavy lifting on behalf of the client.

ADDITIONAL WORK – BESPOKE SHORTLIST INTERVIEW SESSION

A dedicated stage during which we consider how to prepare for a shortlist interview, as well as to prepare answers to the specific questions that may come up from the Chair, Nomination Committee and/or board members, combined with a mock interview and notes. The success rate for a commercial NED interview is typically one in five and much can be done to increase this ratio.

PROGRAMME TIMING

Each phase of the programme takes the form of an intensive virtual or face to face one and half hour or two hour meeting depending on the session type and client diary. There will be additional ad-hoc calls and email exchanges as required.

We provide bespoke detailed written follow up after each session for reference, which clients tend to find helpful in perpetuity.

MARKET SUPPORT

We provide support after launch if desired, including ongoing advice on:

- Managing referencing, headhunter and search firm relationships
- Mandate selection, managing multiple interview processes, conflicts
- The board interview and process
- Recommending clients for relevant NED roles when sourced for these by board headhunters and our network and clients, as very frequently occurs
- Role due diligence, calling on our network for information, such as board culture.

TERMS OF REFERENCE

With reference to GDPR, clients are acknowledging by working with us that we will hold and make use of their CVs for their career advancement longer term. Our privacy policy can be found on our website.

We emphasise that we cannot guarantee to get clients roles, and this is not our intention or claim at any point, as this would not be accurate given the competitive nature and many complexities of the market. What we offer is an enhanced launch service, support and focused guidance based on broad knowledge and connections across the market. Style, luck, commitment and application on the part of the client and market dynamics play a significant part in the outcome.

However, we are totally committed to our clients, and in working with their lead Partner, each client gains the benefit of the combined experience of the Partner Group, as we share ideas, networks and feedback continuously. We have proven over time that we can increase an individual's speed and chances of success in the non-executive market very significantly and on occasion immediately and directly. We advocate for clients over the long as well as over short term, bearing in mind that in the NED world it usually takes time to become known to and digested by the market.