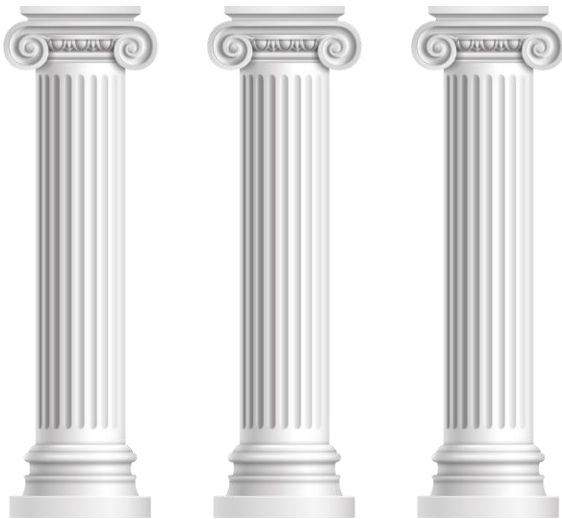


# *Business & Management*



## *How to choose the right NED*

13 MARCH 2019

The webinar will begin shortly...

*Business & Management*  
*20 minute webinar: How to choose the right NED*



Oliver Cummings



# Building Better Boards

*How do you choose the right independent director?*



- **COO of Nurole:** shortlisted as Sunday Times Fast Track Disruptor and recognised as UK digital start up of the year in 2018, Nurole is an online board level hiring platform with 25,000+ members across 100+ countries democratising access to board level roles.
- **Private equity investor:** 10+ years as a Partner at BXR Partners a multi billion dollar international investment group and before that at Goldman Sachs Capital Partners.
- **Current board roles:** Advisory board of Thomas's London Day Schools, a privately-owned schools group with 5 schools and of POTAGE, recently voted in the top 8 food delivery services in the UK by GQ.

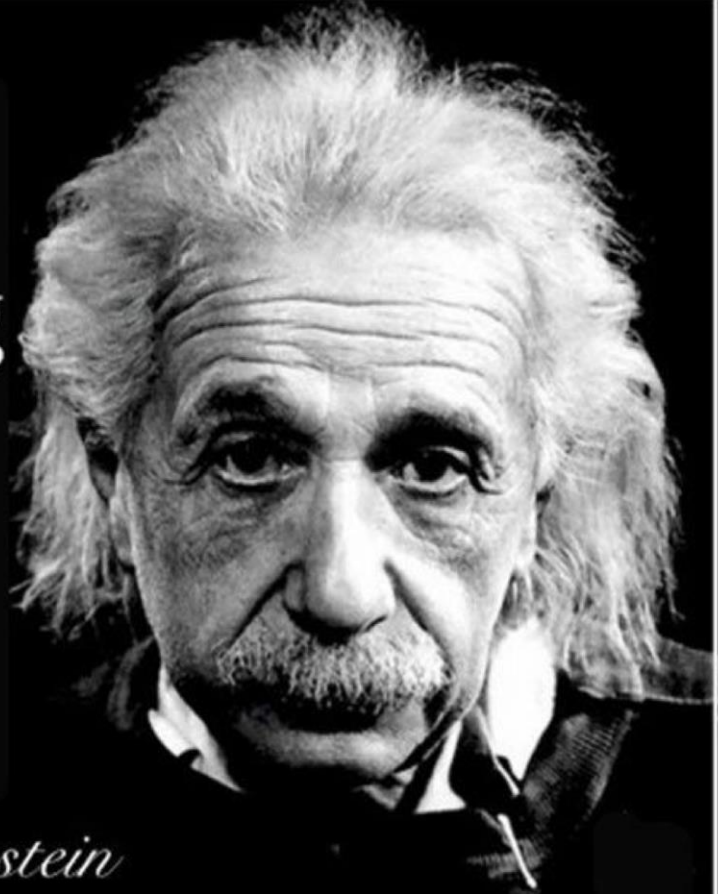
# 7 steps to finding the right independent director

- 1. GET THE RIGHT CHAIR**
- 2. BE CLEAR ABOUT WHAT VALUE EACH BOARD MEMBER ADDS**
- 3. INVEST THE TIME IN DEFINING THE CANDIDATE ROLE SPECIFICATION**
- 4. RUN A PROPER PROCESS WHEN RECRUITING NEW DIRECTORS**
- 5. DEVELOP A ROBUST ASSESSMENT PROCESS**
- 6. GET THE ONBOARDING RIGHT**
- 7. GIVE THE EXECUTIVE TEAM A NED PERSPECTIVE**

## 1. Get the right Chair

Insanity:  
doing the same thing  
over and over again  
and expecting  
different results.

*- Albert Einstein*



## 2. Be clear about what value each current board member adds

1. **STAKEHOLDER REPRESENTATION**
2. **SITUATIONAL EXPERIENCE**
3. **INDEPENDENT PERSPECTIVE**
4. **SECTOR & FUNCTIONAL EXPERIENCE**
5. **COGNITIVE DIVERSITY**

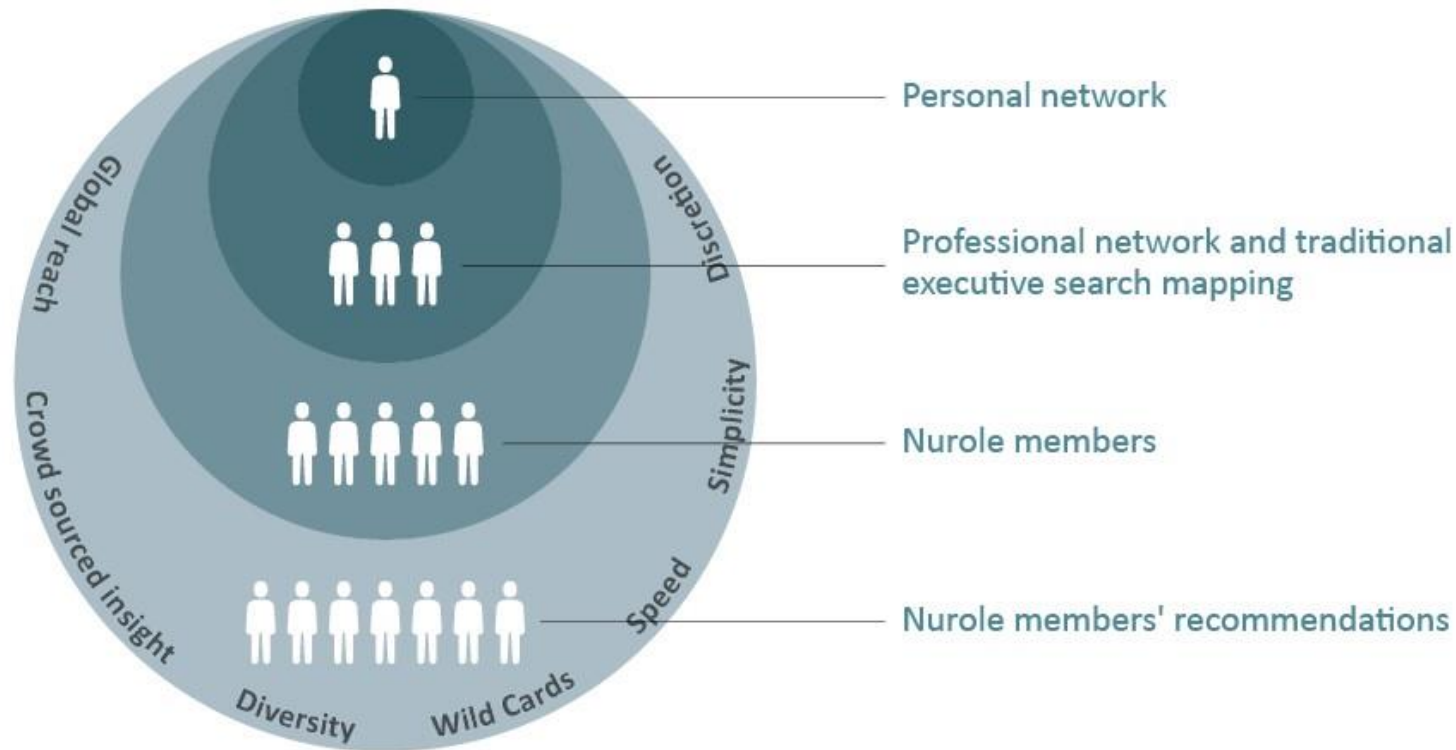
### 3. Invest the time defining the role

- GEOGRAPHIC EXPERTISE
- INDUSTRY EXPERTISE
- HIGH GROWTH
- INTERNATIONAL EXPANSION
- TECHNOLOGY LEADERSHIP
- COGNITIVE DIVERSITY
- DIGITAL MARKETING
- PRODUCT
- M&A
- AUDIT / REMCO CHAIR
- DIGITAL DISRUPTION
- RISK & REGULATORY EXPERTISE
- STRATEGY
- RESTRUCTURING
- DIVERSITY AND INCLUSION
- PASSION
- PLC / INVESTOR GOVERNANCE
- EXIT / FUND RAISING

**The most common requirements of boards hiring through Nurole.**

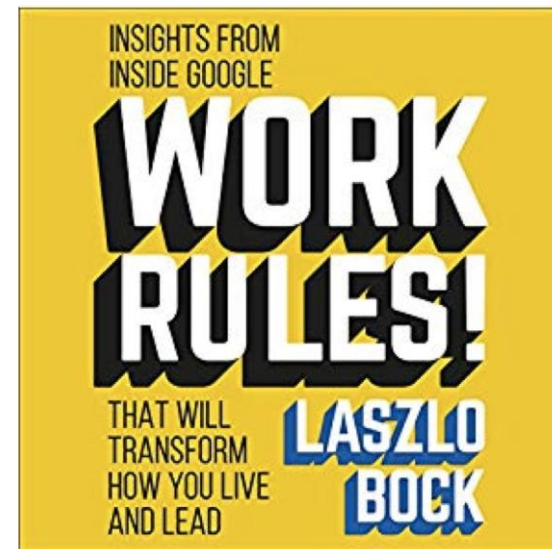
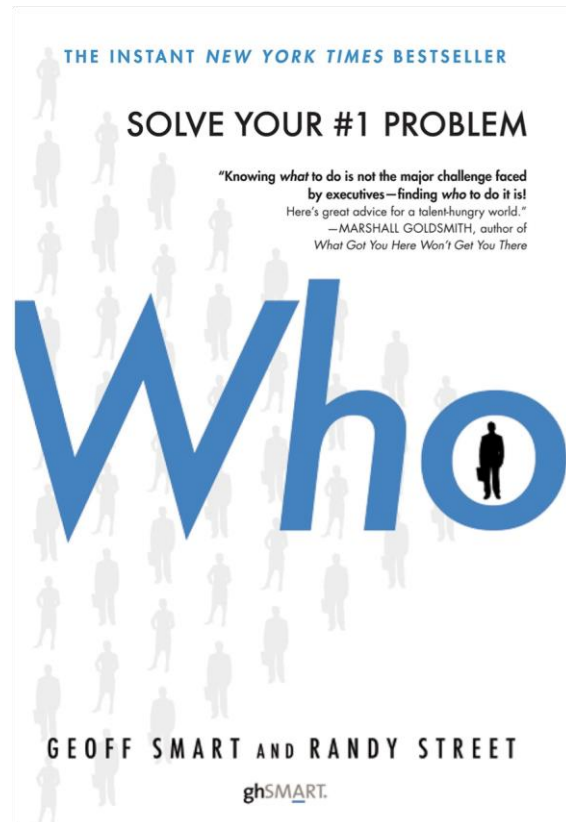


## 4. Run a proper process



**Failing to cast the net wider is unforgiveable in any professional organisation.**

## 5. Develop a robust assessment process



Avoid “Voodoo hiring”. Be data led.

## 6. Get the onboarding process right

*“To ensure that NEDs have the knowledge and understanding of the business to enable them to contribute effectively, a board should provide thematic business awareness sessions on a regular basis and each NED should be provided with a substantive personalised approach to induction, training and development to be reviewed annually with the chairman.”*

First recommendation (of 39) by Sir David Walker, former Chair of Barclays, after he conducted a review of corporate governance in the banking and financial industry sector after the economic crash of 2008.

## 7. Give the executive team a NED perspective



I'm just starting to build my portfolio career and have planned one international role. The ICG role couldn't have been a more perfect fit and I would never have found this through traditional search channels.

*Amy Schioldager, Global Head of Beta Strategies, Blackrock*



I would never have found out about this opportunity through my regular headhunting contacts. Nurole levels the playing field and empowers busy professionals to take direct charge of their portfolio careers.

*Doug Gurr, President, Amazon China*



I registered with Nurole and liked the fact that I could keep my profile completely anonymous so that I didn't get unsolicited approaches. This is the way search in the 21st century should really work.

*Martin McCourt, former CEO, Dyson*

**Help your executives understand how to get the most out of the board.**



Nurole offers a service that drives board diversity in different ways from the traditional search process, by leveraging the power of the internet to unearth and empower a global candidate pool.

*Philip Hampton, Chairman, GlaxoSmithKline*



Someone in my network saw this role on the platform and recommended me. It turned out to be just the right opportunity at just the right time for me. No other provider can connect people efficiently to great opportunities better than Nurole.

*Carla Cico, CEO, Brasil Telecom*

E-mail any further questions to [enquiries@nurole.com](mailto:enquiries@nurole.com).

# *Business & Management*

## **THANK YOU FOR ATTENDING**

Contact the Business & Management Faculty

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